

WESTERN SYDNEY
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**MANAGING DIVERSE HUMAN CAPITAL FOR THE
WESTERN SYDNEY REGION'S ECONOMIC AND SOCIAL
DEVELOPMENT**

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Statement of authentication

I declare that this thesis is my own work and has not been submitted in any form for another degree or diploma at any university or other institution of tertiary education. Information derived from the published or unpublished work of others has been acknowledged in the text and a list of references is provided.



Jasmin Rodd

Dedication

Nobody has been more important to me in the pursuit of this project than the members of my family and I dedicate this thesis to them. Most importantly, I wish to thank my loving and supportive husband, Aydin; my parents, the ultimate role models, whose love and guidance are with me in whatever I pursue; and my two wonderful brothers, Daniel and Anton, who provide unending inspiration.

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Abstract

The purpose of this qualitative research was to uncover barriers to culturally and linguistically diverse (CALD) job candidates gaining employment for which they hold relevant qualifications in the Western Sydney area. The research was motivated by data and debate about the underutilisation of the region's migrant human capital in the context of predicted strong population growth in the region. The research explains the experiences of eight qualified CALD job candidates in the context of the policy and practices of two large organisations in the Western Sydney region, presented as case studies. That is, consideration was given to both the supply-side and the demand-side of the labour market, in line with the insights from literature on labour market theory and theoretical and empirical literature about human resource management and diversity management specifically with regard to CALD. In appreciation that many factors shape labour market patterns, qualitative methodology was selected as appropriate for investigating the factors underpinning recruitment and selection outcomes in the Western Sydney region.

Human resource management policy and practice, diversity management policy and practice, and candidates' approaches and performance during recruitment and selection processes were considered. The contextualised empirical findings from interviews with eight CALD job candidates, two diversity management experts, and two case studies of Western Sydney organisations were analysed drawing on theories of labour market segmentation, human resource management, building inclusion in the workplaces and diversity management. Equal employment opportunity, anti-discrimination laws, and affirmative action were also considered as facets of diversity management.

Practices to reduce barriers, particularly on the demand-side, were identified. The most significant barrier among the qualified CALD job candidates was their lack of local experience. Other barriers were networking and communication, foreignness – which includes language, accent and culture, and ineffective human resource professionals and recruiters were other significant barriers identified in this research. In illuminating these hurdles this research contributes to extending understanding on how to address the underutilisation of human capital through improving diversity management practices, which has significance for the region's economic and social development.

Table of Contents

Chapter 1: Introduction.....	1
Research Context	1
Research Setting	3
Research Aims.....	3
Research Question	4
Research Significance	4
Research Design and Methodology	5
Data Collection and Analysis.....	5
Research Scope and Limitations	6
Research Ethics.....	6
Conclusion	6
Chapter 2: Literature Review	8
Introduction	8
Definition of Labour and Labour Market	9
Neo-Classical Economic Theory.....	10
Labour Market Segmentation Theory	11
Labour Workforce in Australia and CALD immigrants	13
Human Resource Management Theory	14
Recruitment and Selection	15
Human Capital	18
Human capital and migration.....	18
Diversity Management Approaches.....	21
Conclusion	23
Chapter 3: The Research Design	25
Introduction	25
Research methodology and methods.....	25
Qualitative methodology.....	25
Research procedures	26
The research setting	27
The research participants	27
Participant selection and recruitment	27
Table 1 - An Overview of Research Participants.....	29
Data management	29
Research implementation	29
Data collection	30
Semi-structured interviews	30
The interviews.....	30
Job candidates interview	31
Stakeholder interview	31
Case study organisations interview.....	31
Data analysis	31

Ethical considerations.....	32
Limitations and challenges	32
Conclusion	33
Chapter 4: Findings and Discussion – “Job Candidates’ Interviews”.....	34
Introduction	34
Introducing the Job Candidates	34
Table 1 - Candidates’ Demographic Descriptions	35
Data Sources	35
Interview Data	35
KHJ ‘Qualified Child Carer’	35
Shradd ‘The Pharmaceutical Engineer’	36
Para ‘The Project Manager’	37
DT ‘The Psychologist’	38
Sue ‘The Accountant’	38
Mary ‘The Sonographer’	39
Sangee ‘The Physiotherapist’	39
Dan ‘The Criminologist’	41
Findings Summary	41
Key Barriers and Discussion.....	42
Absence of local experience	42
Networking and communicating	44
Foreignness.....	45
Ineffective human resource professionals and recruiters.....	47
Conclusion	49
Chapter 5: Findings and Discussion – “Diversity Experts”	51
Introduction	51
Findings	51
Discussion.....	56
Conclusion	58
Chapter 6: Findings and Discussion – Case Study Organisations:	60
“Big Bank” and “Sydney Disabilities Services”	60
Introduction	60
Big Bank Case Study	60
Introducing Big Bank	60
Diversity Policies and programs of Big Bank	61
CALD Policy and Reporting.....	61
Interview Data.....	63
Sydney Disabilities Services (SDS) Case Study	65
Introducing SDS	65
Diversity Policies and programs of SDS	66
CALD Policy and Reporting.....	66
Interview data	68

Discussion.....	70
Key Themes in the data	70
Conclusion	73
Chapter 7: Conclusion.....	74
Introduction	74
Research questions and objectives	74
An overview of the thesis structure and findings	75
Drawing conclusions from the research	76
Table 2 - Barriers and themes drawn from the research, and recommendations to address them ..	77
Limitations and strength of the research	80
Contributions, Significance, and Recommendations	82
Contributions	82
Significance.....	84
Recommendations	84
Conclusion	84
Appendices 1	91
Appendices 2	92
Appendices 3	94
Appendices 4	95
Appendices 5	96
Appendices 6	97

List of Tables

Table 1 - An Overview of Research Participants

Table 2 - Barriers and themes drawn from the research, and recommendations to address them

Acronyms and Abbreviations

CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
EEO	Equal Employment Opportunity
ESB	English-Speaking Background
GDP	Gross Domestic Product
HHI	Herfindahl–Hirschman Index
LGBTI	Lesbian, Gay, Bisexual, Transgender, and Intersex
NESB	Non-English Speaking Background
SDS	Sydney Disabilities Services

Prologue

I was motivated to conduct this study because of my experiences of being a first-generation migrant who moved to Sydney as a 21-year-old woman. Upon my arrival, and as an international student, I commenced my studies in a university in metropolitan Sydney. Over the next five years I completed a bachelor and a master degree. Once I was qualified I began applying for employment in my field. Over three years I struggled to find employment in the area I was qualified in. The constant failure to land a full-time job took a toll on my self-belief and motivation; it became very difficult to keep applying for positions, especially when I was over qualified for many of them but was still unsuccessful. Financial stress added to the pressure as did the stigma of being unemployed after successfully graduating from an Australian university.

Employers, human resource professionals, and recruiters often do not fully appreciate the long and challenging journey that qualified CALD immigrants take to be able to apply for employment. Reaching the job interview step is almost a dream come true and a huge recognition of the time, energy and commitment the applicant has invested to be considered as qualified and confident as local applicants. It is arguably more disappointing and frustrating then to invariably receive the notification saying 'Thank you for your application for the advertised position. We received a significant number of responses for this position and the calibre of the candidates was of a high standard. Regrettably, on this occasion you were unsuccessful for the position'. These experiences made me wonder about the view held by companies and recruitment agencies about people like me and also made me wonder about the value and validity of things that I had learnt by studying human resource management at the postgraduate level. It seemed to me that many companies were failing to recognise the extent of the human capital readily available to them because of their approaches to recruiting their workforce that did not appear to draw from human resource management and diversity management theory. This was the catalyst for this research.

Chapter 1: Introduction

The experience of qualified immigrant job candidates in Australia who are culturally and linguistically diverse (CALD) requires evidence and analysis from the perspective of job candidates (the supply of labour) and organisations (the demand for labour). This research presents multiple perspectives to address this need; it investigates the experiences of eight CALD job candidates, two key expert stakeholders in the diversity management field and presents two case studies with organisations operating in Western Sydney region. From viewing the empirical data through labour market segmentation theory, human resource management theory, and theories on inclusion in the workplace and policy and practices associated with diversity management, this research illuminates the recruitment and selection experience of qualified job candidates in the context of knowledge of the policy and practice of organisations in the Western Sydney region. Such research potentially contributes to promoting understanding of the challenges and barriers CALD job applicants face, addressing skill shortages and increasing human capital through improving diversity management practices. This introductory chapter establishes the research context, significance, scope and methodological framing of the study, which are explicated in the following chapters.

Research Context

Australia is often said to be a multicultural nation (Moran, 2011). One in five Australians speaks a language other than English at home (Australian Bureau of Statistics, 2016) and in 2011, 60-70 percent of residents of Western Sydney were immigrants (Australian Bureau of Statistics, 2014). Australia's culturally and linguistically diverse (CALD) population has increased significantly in the last few decades (Australian Bureau of Statistics, 2016). This means many qualified CALD individuals settle in Australia as their adopted country (Australian Bureau of Statistics, 2014). Despite its multicultural make-up, there are indicators that the business world in Australia is mostly monocultural (Patty, 2016). There is also evidence that qualified CALD job candidates experience unemployment and underemployment in Australia (Almeida, Fernando, & Sheridan, 2012).

Rapid internationalisation and globalisation has enhanced workforce diversity. A cross cultural workforce can impact global corporations and economies. As a result, diversity has increasingly become an important matter. Organisations with a diversified workforce gain a positive reputation because of

their commitment to fair employment practices. Workplace diversity can maximise creativity and problem solving and enhance organisations' abilities to meet the needs of different markets. Effective diversity management is thus integral to business and economic development. As such, diversity management is an important avenue for businesses to identify and select approaches that lead to the recruitment and selection of appropriate CALD job candidates (Burgess, French, & Strachan, 2009).

The demand for labour depends on an organisation's economic success. Organisations are not able to employ people if there is no demand for their products or if the economy is shrinking (Churchill, 2016). The demand and supply of labour is the outcome of many competing dynamics and an organisation's human resource practices and policies impact on these competing dynamics (Almeida, Fernando, Hannif, & Dharmage, 2015). Attitudes towards a diverse workforce from employers and decision makers has been very mixed and varies from tolerance to intolerance to an open appreciation of diversity (Collins & Poynting, 2000). The failure to employ skilled job candidates represents intolerance and also represents a potential waste of human capital which actually harms the economy (Deloitte, 2016). The underrepresentation of qualified job candidates of diverse backgrounds (Caddy & Mortimer, 2013) is therefore a waste of human capital. This indicates the need to better understand how human resource management policies and diversity management practices can maximise organisations' human capital and help promote employment opportunities for qualified job candidates of diverse backgrounds.

Kramar (2012) identifies the key concepts of diversity management include managing the differences and similarities of individuals along with the process of 'inclusion' in Australian workplaces. Diversity management consists of three levels, including the strategic, managerial, and operational level developing tactical approaches such as a cultural audit is highly recommended (Kramar, 1998). There is an expectation that organisations with efficient diversity management practices have more success in recruitment and selection of a diverse workforce (Barak, 2016). Although previous researchers have examined a number of theories underpinning diversity management policies in Australia, there is little research examining diversity management policy and practices during the recruitment and selection process of CALD immigrant job candidates. This suggests the barriers to recruiting more CALD employees need to be better understood to help address this lack in human resource management (Strachan, Burgess, & Sullivan, 2004).

A large number of international migrants settle and look for employment in the Western Sydney region (Deloitte, 2015). However, underrepresentation (unemployment and underemployment) of qualified immigrant job candidates is evident in the Western Sydney region (Australian Government Department of Employment, 2016). This means it is essential to improve diversity management approaches to make the most of the human capital of the Western Sydney region. Managing this wide pool of qualified immigrant job candidates —human capital— will promote a diverse workforce comprising a multitude of beliefs, values, ways of viewing the world and unique information that helps enrich an organisation's human capital. Given the importance of diversity management policy and practices and the lack of literature in this area, this thesis explores the diversity management practices of organisations operating in Western Sydney.

Research Setting

This study focuses on the Western Sydney region. Western Sydney was chosen as the location for the research because of its proposed growth over the next decade. According to Deloitte's recent report (2015), within the next ten years Western Sydney will be Australia's fifth leading region in terms of gross domestic product (GDP) with one in ten Australians living in the region. Western Sydney will become one of Australia's major urban areas with the capacity to host an additional one million people by 2031 (Centre for Western Sydney, 2017). However, there will be challenges to manage this growth; providing jobs will be central to addressing the regions' challenges and creating a better future for the area. Therefore, organisations operating in Western Sydney need to proactively plan for the economic growth of their businesses and the region. This includes maintaining and creating new employment opportunities that address the needs of employers and employees.

Research Aims

The aim of this research is to identify and better understand the influence of diversity management practices in the recruitment and selection process of qualified CALD job candidates in organisations operating in Western Sydney region. Qualified CALD immigrant job candidates are underrepresented in the workforce of organisations in the Western Sydney region. As such, one would expect organisations would have more success in recruiting and selecting a diverse workforce (Caddy & Mortimer, 2013). Therefore, further aims of this research are to gain empirical data to investigate some

of the reasons causing the unemployment and underemployment within Western Sydney for qualified immigrant job candidates. This will help inform and improve diversity management policy and practices, so companies can optimise the human capital within their workforce.

To achieve the research aims, the following objectives underpin this research:

- To study and evaluate recruitment and selection processes of organisations in Western Sydney in terms of their support for employing a culturally diverse workforce.
- To identify any barriers to recruitment and selection processes that CALD candidates encounter.
- To identify and evaluate the benefits of diversity management for organisations.

Research Question

The key question underpinning this research is:

Does a lack of organisational diversity management in Western Sydney impede the recruitment and selection of job candidates from culturally and linguistically diverse backgrounds?

The research question will be addressed by describing and analysing the role of human resource management, diversity management approaches, and recruitment and selection procedures, as described in the methodology section.

Research Significance

This research aims to increase knowledge of human resource management and understanding of effective recruitment and selection process on employing diverse human capital particularly for organisations operating in Western Sydney. Valuing the diverse workforce within the managing diversity framework is the desired end result. Hence, the process of recruitment and selection of diverse job candidates needs to be analysed through business case studies and job interviews. Diversity management practices have to be recognised and prioritised within Western Sydney organisations. Therefore, it involves everyone in the process including employers and job candidates. In this particular project the questions you have connected to the fields of human resource management and diversity management - recruitment and selection is a subsection of human resource management.

The potential impact of this research will be its contribution to expanding recruitment and selection insights and identifying barriers to effective recruitment and selection; it will potentially promote more inclusive workplaces and better utilisation of human capital in the Australia workforce and lead to enhancing the recognition of equal employment opportunity (EEO) for CALD job candidates. Moreover, this research will identify ways to address the barriers (such as discrimination) in recruitment and selection process of CALD job candidates that can negatively affect their hiring process; it may assist in identifying intervention and support programmes for organisations and, ideally help in creating National Diversity Officers checking on organisations diversity plans and their recruitment and selection process.

Research Design and Methodology

A qualitative research methodology was determined the most appropriate for the research as it enables in-depth investigations (Fusch & Ness, 2015). One of the strengths of the qualitative methodology is that it accommodates a research problem involving individual's constructions of meanings which have not previously been explored (Perry, 1998). Qualitative data lend themselves to exploring how and why (Pope, Ziebland, & Mays, 2000) and in this research this will help inform a deeper understanding of the phenomena (Johnson & Onwuegbuzie, 2004); in this instance, of CALD immigrant job candidate's personal experiences during job interviews. Whilst quantitative data would be useful for describing labour market patterns for CALD job candidates, it would be difficult to design a quantitative study to investigate the underutilisation of CALD human capital given the many factors involved on the demand-side and supply-side of the labour market.

Data Collection and Analysis

This study is informed by interviews with eight CALD job candidates, interviews with two key stakeholders who are leaders in the diversity management field and two case studies with organisations based in Western Sydney. Interviews and case studies are both well-established and recognised data collection methods in qualitative research (Lopes, 2015). This research design both the demand and supply side of labour market activity to be investigated. In terms of human resource management, it means that the study of the organisations' approach to human resource management can be understood relative to the environment in line with the 'resource dependence view of the firm'. Interviews with leaders in the diversity management field will assist in identifying opportunities and limitations

around effective diversity management approaches. However, a recognised limitation of qualitative projects is findings usually cannot be generalised to the research population or community (Okazaki & Sue, 1995).

Research Scope and Limitations

This research, as a qualitative project, is of limited scale and therefore not generalisable. It is contextualised however through consideration of labour market patterns and consideration of institutions that have an influence on the labour market and human resource management in the Western Sydney region. While the broader implications and recommendations of the research may be not applicable to smaller organisations it is likely they will benefit just as much from reconsidering their approaches to recruiting and selecting future employees.

Research Ethics

This study was undertaken with the approval of Western Sydney University Human Research Ethics Committee (Ref.H11869). Ethical issues are discussed in Chapter 3.

Conclusion

This chapter has presented an overview of the case for addressing the research question: “Does a lack of organisational diversity management in Western Sydney impede the recruitment and selection of job candidates from culturally and linguistically diverse backgrounds?” The research has the potential to create knowledge of how to improve diversity management and human resource management to address unemployment and underemployment. The following chapters build on this introduction. Chapter 2 reviews the wider literature to further detail the research context and establish the research gap. Chapter 3 describes the research methodology and methods; this chapter comprehensively identifies the data collection and analysis processes. Chapters 4, 5 and 6 present and discuss the research findings. Chapter 7 summarises the research findings and proposes avenues for future research. It will be argued that barriers to the employment of CALD job candidates in roles suited to their qualifications are present on both the demand-side and on the supply-side of the labour market. However, it seems that improving utilisation of the region’s human capital through improved diversity management within organisations would be most likely to succeed. Leadership commitment (driven by awareness of the value of a diverse workforce) could influence human resource management policy

and the practice of recruitment and selection. Nevertheless, there would also be benefits from government and community organisations supporting individual job candidates to prepare for the recruitment and selection process.

Chapter 2: Literature Review

Introduction

The purpose of this chapter is to introduce labour market segmentation theory, human resource management theory, human capital theory, and diversity management approaches relevant to the research question. The goal is to summarise relevant knowledge around the recruitment and selection of Culturally and Linguistically Diverse (CALD) candidates but also to identify intellectual debates about labour markets, human resource management, and diversity management which the empirical findings could inform. The literature examined included books on labour market theory developed from research in predominately English-speaking countries, scholarly journal articles from Emerald and SAGE publishers and others located from Google Scholar, some human resource management publications, and diversity management text books. To find out about contemporary practice, scholarly journal articles reporting on case studies and other empirical data were considered. The literature that has been examined was limited to that written in English. The intent of looking at this literature was not to exhaustively examine each body of theory but rather to identify and combine leading ideas through which the research questions and findings will be considered.

The chapter commences with neo-classical theory, dual labour market theory, leading to labour market segmentation theory in order to conceptualise the source of labour market patterns. For the human resource management theory section, the resource dependence view is put forward as a leading theory that is particularly useful for understanding recruitment and selection processes. This in turn is associated with investing in human capital. This human resource management section also includes recruitment and selection literature. The final section of the chapter turns to diversity management and includes recruitment and selection with a particular focus on CALD job candidates. Only a few studies imparted information about organisations' recruitment and selection processes and employment pathways for qualified CALD individuals. There was no scholarly literature on these particular issues specifically found for the Greater Western Sydney Region.

The key themes are the attitudes of employers, human resource professionals, and recruiters regarding the capabilities of CALD professionals compared to native English-speaking candidates. Valuing local experience over international or foreign experience is another important theme, which will be explained

in more details in terms of the best practice and resource dependence view of organisations operating in Western Sydney. Several lines of evidence suggest that the role of employers' perceptions in CALD immigrant recruitment decision-making affect the chances of CALD professionals to find employment (Almeida *et al.*, 2015). Moreover, a variety of studies demonstrate that the apparent features of job candidates during recruitment and selection processes including job interviews affect their chances of finding employment, called 'lookism' (Stout, 2007). A number of studies have postulated a connection between the employment opportunities of CALD job seekers and the commitment and stance of organisations to embrace and encourage diversity (Syed & Kramar, 2009). There is an emphasis on the role of organisation's diversity management practices on the demand-side of the labour market. Nevertheless, there is also research that identifies issues on the supply-side regarding the characteristics of CALD job applicants and their approach to job-seeking.

Definition of Labour and Labour Market

To identify what barriers may face qualified CALD job candidates, consideration should be given to the nature and operation of labour markets. Labour markets comprise buyers and sellers of labour. Those people available to work in organisations represent the supply of labour and employers represent the demand for labour. Peck (1996) indicated that labour is a set of capacities created and developed by people. A broader definition of labour is the group of people who supply and meet the demands for labour in the labour market (McQuaid & Lindsay, 2005). A labour market is where labour and employers transact and create an employment relationship or commercial relationship in line with demand (Dickens & Lang, 1993). This thesis is concerned with the search and allocation of employment. In the labour market, information is exchanged, and employers compete to hire the most valuable labour for least cost, while employees compete to find the most satisfying job for the most pay. Changes in the supply and demand of labour will influence the bargaining power of employers and job candidates (Wright, Dunford, & Snell, 2001). Labour markets operates at local, regional, national, and international levels. (Lepak & Snell, 1999). The following sections turn to theories about how labour is allocated and how its price is determined.

Neo-Classical Economic Theory

Under neo-classical economic theory, the allocation of labour and the cost determined (that is, where people will work and how much they will be paid) is an outcome of fluctuations in supply and demand in the market, with little influence from institutions.

This economic theory asserts that competition leads to the most efficient allocation of resources within an economy. For example, a neo-classical approach means that recruitment and selection processes are determined by the free market in line with forces of supply and demand are free from government intervention and authority (Murrell, 1991).

Although the neo-classical theory has been the most widely used approach to economics, it has been subjected to severe criticism. In general, its improbable assumptions are one of the most common criticisms levelled towards neo-classical economics (Fine, 2002). For instance, neo-classical economics explains the characteristics of the 'economic man' as being impervious social factors with money the only motivator. In a neo-classical view, the economy is considered to be systematically separate to society, therefore, individuals are motivated by competitive forces in the economy to maximise their own utility (Mylett, 2003). Hence, neo-classical economic theory is based on assumptions that market forces tend to select naturally the most fit individuals that have (competitive) incentives to learn ideal behaviours in the long term (Nell, 2007). That is, qualified CALD job candidates' personal characteristics are irrelevant to gaining employment.

Neo-classical economic explanations of labour market disadvantage (such as unemployment) focus on the behaviour and characteristics of job candidates. The view assumes that poverty is a result of individuals' failing to invest in themselves to gain marketable skills. Poverty is the consequence of an individual's decisions and market forces, which can be improved by individual adaptation. Therefore, according to neo-classical economics, investing in human capital is the greatest way of eradicating poverty (Cassim, 1982). Since the 1960s, neo-classical economic theorists have increasingly focused on investigating supply-side concerns of the labour market such as human capital theory and the economics of discrimination (Mylett, 2003). Neo-classical economics is criticised for its failure to adequately address questions of labour market equity such as who attains particular jobs. However, much of the criticism appears to rest on the failure of neo-classical theory to incorporate the institutional

complexity of labour markets (Fine, 2002). The theory of human capital, like the rest of neo-classical economics, eventually locates the sources of human happiness and misery in an interaction of human nature (preferences and abilities) with nature itself (technologies and resources) (Bowles & Gintis, 1975).

Fine (2002), in critiquing neo-classical economics unrealistic assumptions, its reliance on abstract mathematical models, and rejection of empirical observation (such as appreciating the impact of institutions and recognising that individuals' decision are social as much as economic) makes a very clear argument that the labour market is unlike any other market. Emphasis is placed on the different ways in which different sections of the labour market structured and reproduced. This concept of labour market segmentation is considered next, with a presumption that cultural and linguistic diversity may be part of segmentation.

Labour Market Segmentation Theory

Contemporary labour market segmentation theory has its roots in the early 1960s claims that there is no single labour market but rather a multiplicity of sub-markets, each with their own unique characteristics (Fine, 2002). This theory facilitated studying the demand-side of the market and the nature and strategy of the employers. Labour market segmentation theory largely came into existence to challenge neo-classical economic theory's weaknesses. It therefore has significant theoretical differences in terms of the rules leading labour market behaviour and how the labour market is structured.

Labour market segmentation theory considers the labour market as a social construct in which the actors themselves form the rules and their operational modes and structures determine their behaviours. Rather than market forces, labour market segmentation theorists suggest that economic, social and political forces combine to determine how economies develop. Segmentation can result in diverse groups, for instance, men and women, being paid dissimilar wages. A challenge with labour market segmentation theory therefore is the explanation of labour markets in relation to their different structures (Peck, 2000).

The earliest approach to labour market segmentation theory was dual labour market theory, which attempted to address questions of low pay in terms of race and gender (Averitt, 1968) and aimed to introduce a wider range of factors into labour market theories including institutional aspects. In dual labour market theory, the economy is accordingly divided into two segments, known as “primary” or “formal”, and “secondary” or “informal” sectors. Dual labour market theory recognises that mobility barriers prevent the movement of workers between segments (Fine, 2002). A broader concept of dual labour market theory involves a number of segments. In a primary sector, employees are driven by the best terms and conditions such as higher-status, better-paid jobs, and job security offered by employers; in this sector, the primary workforce attempt to prove themselves by presenting their skills, educations, and qualifications. The secondary sector consists of short-term employment relationships and low or unskilled jobs. These jobs are characterised by low skill levels, low incomes and easy entry. The secondary sector experiences high levels of labour turnover because of the low wages and poor terms and conditions (Ilsøe, 2016). This secondary, informal economy also tends to attract a disproportionate number of minority group members. These minority group members are generally skilled or unskilled migrants. Dual labour market theory therefore generally focuses on immigration as a natural outcome of economic internationalisation and market expansion across global borders (Massey & Denton, 1993). An individual's decision to migrate is highly influenced by employment opportunities attractions in the host country. The dual labour market theory approach explains that international migration contributes to the labour demands of modern civilisation (Averitt, 1968).

Doeringer and Piore (1985) extended the segmentation approach by considering groups excluded from internal labour markets. In second-generation segmentation approaches, labour market segmentation is viewed as a capitalist control strategy; its strategy of divide and rule, became essential to retain control over the production process because of the increasingly deskilled and homogenised production process (Peck, 1996, 2000).

Segmentation of labour demand can be described as the technical needs of different labour processes, the stability of various product markets, employers' labour control strategies and the influence of industrial structure. Segmentation of labour supply includes the role of the household division of labour in determining labour market participation. Peck (2000) states ‘the labour supply is socially produced

and reproduced'. The segmentation defines the segmentation processes as the result of combined effects of the demand side of the labour market and the supply side. For instance, the structure of industrial relations and labour contract systems and the emphasis of the education and training system can be included in the segmentation of the labour force (Peck, 2000).

Labour market segmentation has expanded over the years to accommodate the fact that different professionals may work in entirely different job markets. This is due to some major assigning factors, including occupational, geographical, and industrial considerations. Occupational labour-markets come from the labour division because of increasing specialisation. Switching between occupations is complicated for these divisions of labour market, as they need different skills and broad training and qualifications. The minimum qualifications and experience requirement may restrict the entry into an occupation. For instance, doctors and nurses form different occupational labour-markets even though they work in the same organizations. Geographical labour-markets explain that substantial costs are involved for both employers and employees to move to another location. Hence, incomes can remain higher in big cities compared to smaller cities. Therefore, there are a vast number of unemployed people in areas located a long distance from the city area. A good example of this for this project is the Western Sydney area with a large number of 16-26 percent unemployed people (Australian Bureau of Statistics, 2017c). Industrial labour-markets consist of the primary sector and secondary sector. Both possess different wages and employment characteristics. The two markets are attached with movements between them.

Labour Workforce in Australia and CALD immigrants

Studies indicate that CALD immigrants face significant disadvantage in occupational attainment on arrival in Australia, particularly those from Asian countries (McAllister, 1995). That is, they could be characterised as being 'secondary' rather than 'primary' workers regardless of qualifications. This disadvantage in the labour market affects their employment status and remuneration benefits and more broadly, their economic and social well-being. There is also evidence to suggest that those who arrive later in life, or are from an Asian non-English speaking background, are the least likely to adjust over time. Results are indicative of the need for policies to better integrate immigrants from more diverse cultures and societies into the Australian labour market (Fleming, Kifle, & Kler, 2016a). Empirical

research for this thesis aims to identify barriers facing CALD job candidates which would then point to appropriate measures to address the barriers.

Human Resource Management Theory

As stated above, understanding labour market patterns entails consideration of demand and supply. The workforce of every organisation is its human resources; these are the individuals employed by the employers who are physically and cognitively involved in achieving an organisation's goals (Huxham & Vangen, 1996). Boxall (2014) defines 'human resources' as the overt talents and underlying characteristics that people possess; human resources is also understood as the core resources that human beings own, which can be applied to the various tasks in both their lives and workplaces (P. Boxall & Purcell, 2011). Boxall (2014) associates the capabilities of human resources to that of a group of people isolated on a desert island who have lost all their physical and financial possessions but still have their human resources including their knowledge, skills and potential physical and emotional health, intellectual capabilities, personality and motivations. Together they have a strong capacity for social learning and cooperation. Hence, human resources are the overt and covert talents that make individuals unique (P. Boxall, 2014). This approach indicates human resource management can be examined from various perspectives: individual, organisational, societal and global. Human resources begin with the individual such that it is important that human resource managers make appropriate choices on how to deploy and develop the available human resources. Human capabilities are critical to perceiving, developing and refurbishing organisations and can help make them distinctive. This means that human resource management is a vital function in organisations (P. Boxall & Purcell, 2011) - one that can enhance or compromise the potential and success of the entity. In addition, as both organisations and workers can be affected by societal fluctuations such as population, demographic changes and the competitive environment, commentators advocate a societal perspective of human resource management. This may, for example, include a focus on issues such as prevalent patterns of organisational behaviour that are consistent with long-run societal prosperity. Global perspectives are similar to the society perspective in that they focus largely on human development, an approach represented by such international organisations as the International Labour Organization (Hughes & Haworth, 2011) and the United Nations Development Programme (P. Boxall, 2014).

Recent concepts of human resources emphasise the collective management of individuals to develop their skills and win employee commitment to achieve the organisation's goals. Human resource management thereby supports organisational strategies via the ways people are managed; it conveys the view that if the workforce is managed properly and treated as valued assets, they become a competitive advantage (Beaumont, 1993). Another approach to human resource management is strategic human resource management. This approach takes a longer term or big picture approach, working towards initiatives within a strategic framework to meet corporate long-term outcomes and objectives (P. Boxall & Purcell, 2011).

The theory of how organisations hire labour is part of the human resource management discipline. Resource dependence theory is a specific approach to human resource management that explains organisations' relationship to the environment. Resource dependence theory is the view of how the external resources of organisations influence the behaviour of the organisation because they depend on resources (Nienhüser, 2008). Resource dependence theory presumes a better utilisation of human resources will support an organisation's competitiveness and help in achieving its goals. Such a resource dependence view emphasises an organisation's need to reconcile the socio-political domain alongside factors in the economic domain (P. Boxall & Purcell, 2011). This view also recognises that there may be conflicts between the two areas. It is expected, for example, that organisations will conduct recruitment and selection processes in cost efficient ways and that workforce plans will be impacted by changes in labour markets. Recruitment and selection practices should aim to be legally compliant however as they can affect the reputation of the organisation and any unethical practices with other stakeholders will diminish support for organisations. Effective human resource management thus informs organisational success and is facilitated by pursuing four goals: a cost-efficient production system, flexibility and adaptability in production to meet the changing needs of clients; resource use that is socially legitimate and capacity to address risks to the organisations' operations and access to resources, such as regulation or labour shortages (P. Boxall & Purcell, 2016).

Recruitment and Selection

Recruitment is the process of collecting a pool of potentially capable individuals to apply for employment in an organisation (Mochol, Oldakowski, & Heese, 2004). Selection is the process by which managers and recruiters use various methods to elect, from a pool of applicants, individuals anticipated to succeed

in the job considering their abilities and management objectives and legal requirements (Rees & Rumbles, 2010). Human resource managers and recruiters (including external consultants) are often responsible for the recruitment and selection of organisations' employees (Mochol *et al.*, 2004). Hence, human resource managers or external recruiters are usually responsible to ensure equitable recruiting practices; as such, they are the mediator between the job candidates and the employers; they are also the repository of up-to-date knowledge and skills, including legal dimensions and considerations in recruiting staff (Dean, Beggs, & Keane, 2010). Despite these responsibilities, and instead of recruiting for efficiency and skills, human resource managers and recruiters' decisions are often shaped by the politics of recruitment both inside and outside organisations; this can affect decision-making both internally amongst management and externally amongst legislators (Nemati, Bhatti, Maqsal, Mansoor, & Naveed, 2010). For example, anti-discrimination law continues to be used as a social and labour market mechanism (Bennington & Wein, 2000). These practices then also influence labour market patterns and the social mobility of job candidates (Fevre, 2012). A more proactive approach is thus needed if illegal discrimination in human resources recruitment and selection processes are to be minimised (Bennington & Wein, 2000).

The impact on efficiency of particular recruitment and selection strategies can be measured by implementing technical, organisational, cultural and financial criteria which most definitely conflict with each other (Rees & Rumbles, 2010). For example, managers can use educational qualifications as the organisational decision-making means to achieve proficiency. In this strategy, they consider education and qualification a better recruitment criterion than a proven ability to perform the work efficiently. As mentioned previously, societal shifts also influence human resource management practices. In the last few decades, the politics of recruitment have developed in such a way that hiring efficient employees now equates with 'equal opportunities' (Fevre, 2012). Human resource managers and recruiters have shifted from informal to formal recruitment and selection practices. This is particularly evident in the move to open advertising and the heavier reliance on qualifications and formal interviewing with standardised questions (Fevre, 2012). In addition, more elaborate and comprehensive competency-based recruitment approaches and recruitment tools have been developed. These include psycho-social profiling, online testing regimes, recruitment auditions and the extensive use of assessment centres (Brown, Hesketh, & Williams, 2004).

Most recently, the political realities of 'equal opportunities' has been subsumed into 'equality and diversity'. This has prompted minor changes to recruitment and selection processes with the intention being to encourage minority individuals to apply and enable recruiters to ensure more equitable employment opportunities if applicants meet other recruitment and selection criteria (Fevre, 2012). This may be a solution to the current inequalities between skilled migrants and Australian-born applicants and that recruiters and human resource managers could implement to actively facilitate the acquisition of competencies and qualifications as priorities when selecting employees. It is important to provide qualifications for unqualified potential employees to address inequalities in the workplace. It will be more effective to prioritise education and hire already qualified workers as the solution to employment inequalities. The criticisms of recruiters who do not hire well-qualified CALD candidates assume that these recruiters are damaging the efficiency of their organisations (Fevre, 2012).

More generally however, social scientists refer to this as recruiters assessing candidates' 'cultural capital' when they make recruitment decisions. Individual's 'cultural capital' defines the knowledge, manners and perceptions, which provide the basic material of social distinction but do not have direct associations for peoples' productive potential. Recruiters often appear to be ignoring efficiency or even intentionally hiring inefficient workers (Fernando, Almeida, & Dharmage, 2016). Indeed, the politics of recruitment is seemingly moving away from efficiency as more complicated attempts are made to measure personal characteristics in recruitment practices. These sophisticated recruitment methods are used to assist recruiters to reproduce the same workforce and include social profiling, assessment centres, recruitment auditions and internships that provide opportunities for recruiters to encourage and evaluate differences in job candidates' abilities (Fevre, 2012). This is a recruiter's solution to employing for efficiency, and it is just as effective as rejecting those who experience any form of social inequality as any of the informal methods which used to be criticised a few decades ago (Fevre, 2012). The proper reaction to inequalities is seemingly no longer for more individuals to gain qualifications but for more job candidates to access social acceptability as the main criteria rather than operational efficiency and productivity (Fernando *et al.*, 2016). Such widespread practices suggest the link between cultural capital and efficiency should be put under the microscope to critically investigate the base recruitment decisions' criteria (Brown *et al.*, 2004).

Human Capital

Human capital theories conceptualise employees' skills and competencies; this does not necessarily refer to their actual work. In neo-classical economics, human capital is seen as a set of abilities or features that enhance an employee's productivity. This is useful to distinguish between some different views of human capital. Important factors in human capital theory include age, education and mobility (costs) to attract human capital to jobs (Zhen & Fen, 2013). Age is an important factor (with 25-44 years of age being the peak age rate), particularly among skilled migrants (Australian Bureau of Statistics, 2017a). Education is often considered the best indicator of human capital as labour market incentives flow from returns to investment in education. Gary Becker (1994), a popular American economist promoted the term 'human capital' to refer to an individual's stock of knowledge, social and personality features. A good example of these attributes is creativity, which is embodied in the capability to implement labour so as to produce economic value. Becker's emphasis was on the ability of human capital and its direct usefulness in the production process (Becker, 1994). Howard Gardener (1988) presents another perspective of human capital, this view indicates that human capital is multidimensional; there are many dimensions or sorts of skills that individuals may possess. In particular, this view focuses on the mental versus physical abilities as very different skills. In Gardener's view, workers can be capable in some dimensions while unskilled in other dimensions (Gardner, 1988). Another earlier view of human capital is that of Bowles-Gintis (1975) who considers human capital as the capacity to work in organisations, follow orders, and adapt to work in a hierarchical/capitalist society. Based on this view, the key role of schools is to teach individuals the correct approach towards life and work. All the above views focus on the value of human capital to increase organisations' profits. As an example, firms may pay educated workers more highly because these workers are usually regarded as more useful to the firm and also more reliable members of the organisation's hierarchy. Economic motives are also a dominant factor in international movements of human capital (Castles, De Haas, & Miller, 2013).

Human capital and migration

Australia has a long tradition of immigration with approximately 28 percent of the resident population being born overseas (Australian Bureau of Statistics, 2017b). The contribution of immigrants to Australian society and the nation's economic growth is an important factor in shaping the nation. In

recent decades, Australian immigrants have been largely subject to a skills-based points system that favours those with higher levels of human capital; some argue that such immigrants should enjoy faster rates of labour market assimilation in the host country (Chiswick, Lee, & Miller, 2005). Australian data provide empirical evidence to support this view for the case of English-speaking background (ESB) immigrants who, relative to non-English speaking background (NESB) immigrants, also enjoy greater cultural proximity to Australian labour market organisations (Breunig, Hasan, & Salehin, 2013). There is also evidence of labour market assimilation for NESB immigrants, often attributed to their relatively high levels of human capital (Green, Kler, & Leeves, 2004) and despite the societal, cultural and economic impediments and challenges, many experience upon arrival, as identified in the earlier discussion on immigrants from primary and secondary sectors in the labour force. Their assimilation into the workplace though, tends to happen more slowly, highlighting the role of cultural distance in impeding labour market assimilation. This is possibly due to immigrants having fewer Australian-ready skill sets, such as interview preparation, interview skills, communication which leads employers to prefer to employ the native-born (Fleming et al., 2016a) .

From this discussion of human capital, human resource management could be seen as the management of human capital. Incorporating individualised human capital into an organisation's production process effectively is required, with the aim of creating a competitive advantage. There are two aspects of human resource advantage. The first one is 'human capital advantage', which appears when organisations select and appreciate a highly skilled workforce to achieve competitive advantage. The second dimension of human resource advantage is 'social capital advantage' which occurs in those organisations that have established efficient approaches for the human capital to participate in collaborative activities (P. Boxall & Purcell, 2011). This second form highlights that organisational success can come from how capable 'talent' works collectively, which points to value arising from communication skills (for example) relative to formal qualifications.

Given that human capital is assessed in terms of an individual's contribution to production, a rational neo-classical economic approach would suggest that ethnicity, appearance and access would be irrelevant to human resource management decision-making. Very little research has been done on examining the influence of job candidates' personal features on the outcome of their application. In 1991, Jackson *et al*, in their study on the recruitment and selection of CALD immigrant applicants looked

at theories including social identity theory, and the influence of the similarity effect (Jackson *et al.*, 1991). More recently, Almeida, Fernando, Hannif, and Dharmage (2015) found very little research examining job candidates' apparent features. Almeida *et al.* (2015) focused on assessing how attire, name, accent and any characteristics of job candidates negatively influenced employer's perceptions in the recruitment and selection processes. Other recent research indicates that non-Anglo, personal features of job candidates can negatively impact their possibility of being selected (Wilson & Parker, 2007). Stout (2007) explored the influence of lookism to clarify the effect of diverse job candidates' features on their selection and hiring process; the results show that the importance of appearance varied by profession, and position (Stout, 2007). Lookism is defined as prejudice or discrimination on the grounds of appearance.

Research on lookism from the USA and UK, and some emerging indications from Australia show that employers discriminate in favour of individuals' personal features. According to Warhurst *et al.* (2009) research, "If your gender and your race haven't kept you off the short list, your physical appearance still might". As an example, despite the guidelines of UK Employment Service to employers not to use photographs due to their potentially discriminatory nature, a recent UK study investigates the difference between employers' and employees' responses on the use of photographs in recruitment and selection process. Only 2.7 percent of the employers mentioned that they requested a photograph from job applicants, whereas, 23 percent of employees stated that they had been asked to provide a photograph when applying for jobs. The noticeable low figure reported by employers might reflect their unwillingness to admit the practice which was against the given advice from the UK Employment Service (Gustafsson, Edvardsson, Nickson, Warhurst, & Dutton, 2005).

Discrimination is an intentional aspect related to all recruitment and selection processes. Some appropriate applicants will be offered jobs and others judged less appropriate, therefore rejected. Hence, it is accepted that employers filter in some of the job candidates' characteristics such as, discrimination based on academic or occupational qualifications possessed by a candidate are acceptable. However, Australian anti-discrimination legislation prohibits discrimination against employees and prospective employees due to a person's race, colour, sex, sexual preference, age, physical or mental disability, marital status, family or carer's responsibilities, pregnancy, religion,

political opinion, national extraction or social origin is considered as an adverse action against the person (*Fair Work Act 2009* section 351). The adverse action provisions of the *Fair Work Act 2009* (sections 342 and 351), also prohibits employers from refusing to employ a prospective employee due to the attributes previously mentioned (*Fair Work Act 2009* section 351). However, it is indicated that the subsections above do not apply to action that is taken because of the inherent requirements of the particular position concerned (*Fair Work Act 2009* section 351). Currently lookism is not deemed to be an illegal form of discrimination but it may be a 'grey' area because it could be associated with age, gender, and race discrimination (Warhurst, van den Broek, Hall, & Nickson, 2009).

Diversity Management Approaches

Valuing diversity in organisational practices is significantly important to reduce discrimination, thus the organisations will have more valuable human capital and they can access a broader recruitment pool. In particular, it is a competitive advantage for the organisations operating in Western Sydney region with a large number of CALD applicants building and maximising their human capital through training and development of human capital in Western Sydney.

The resource dependence view explains the significance of organisation effectively managing diversity to maximise human capital value. Different perspectives of diversity management approaches provide different explanations. A number of studies on diversity management in the context of affirmative action policies and rapidly changing workforce demographics in Australia have been undertaken (D'Netto & Sohal, 1999). Studies have mainly focused on two approaches to diversity management in Australia: 'productive diversity', which is based on human capital theory approach and 'valuing diversity', which is based on a human resource development approach (Burgess *et al*, 2009). A number of organisations of varying size, have been evaluated on their managing of diversity programs and productivities; Burgess *et al*. (2009) indicate that productive diversity is a more common motivation for organisations than valuing diversity. Burgess *et al* (2009) advocate a 'best practice' approach that integrates diversity management with standard human resource management functions such as recruitment and selection procedures. A best practice approach requires organisations to address employment matters within their policies including recruitment procedures and selection criteria for the appointment or engagement of employees (Strachan *et al*., 2004).

Diversity management approaches will be promoted through implementing effective recruitment and selection practices in organisation such as improving their access to diverse job candidates or reducing biases against job candidates. Effective recruitment practices have been defined as the most direct approach to transform an organisation's culture. The recruitment process should create a more diverse pool of qualified candidates for a particular position. For instance, women and ethnic minorities typically have less access to "informal source of job information" and thus tend to rely on the messages presented in formal job ads. Therefore, for these groups recruitment through word of mouth and the company website are not effective ways for creating a more diverse candidate pool (Canas & Sondak, 2008).

Diversity management strategies can have an impact on labour market patterns such that it is expected that diversity management practice at an organisation level would contribute to labour market patterns such as opportunities for qualified immigrant job candidates. The labour market is seen as functioning in the same way as other markets. The only difference between different workers' wages and conditions arise from individual differences in their human capital (skills, experience, or formal education) or tastes.

To understand the context of this study it is essential to understand the history of diversity management in Australian organisations. It can be seen that a diverse workforce can be an organisation's greatest potential strength when managed properly. Kramar (2012), an Australian author in diversity management suggests there are a number of concepts and processes of diversity management in the global context. According to Kramar (2012), in Australia, diversity management is a response to legislation and it is seen as an organisational outcome rather than being part of organisations' equity considerations. Australian anti- discrimination legislation prohibits discrimination due to attributes including race, colour, religion, national extraction, and social origin (*Fair Work Act 2009* section 351). One of the adverse action includes "not hiring someone" due to their specific attributes (Fair Work Ombudsman, 2017). Kramar (2012) indicated that a diverse human capital, rather than a burden, can be an asset to achieve their competitive advantages. Diversity management policies have been mainly focused on women in Australia, however should also focus on the role of qualified CALD job candidates (Burgess et al., 2009). Moreover, Morrison (2016), the 2016 Australian of the year, indicated that while the challenges facing organisations of a range of sectors may differ, they all shared a commitment to

the need to do more to create diverse and inclusive workplaces. It is important to discuss the need to better capitalise on cultural diversity in the workplace and how to mainstream flexible work and careers. The Diversity Council Australia's CEO, Annese (2016) suggested that all organisations need to have access to the best advice and support to enable them to drive change. Choosing evidence-based diversity and including programs that have been proven to deliver results is obviously key (Diversity Council Australia, 2016).

Effective diversity management practices of recruitment and selections will increase CALD diversity in organisations. For example, top management commitment to diversity and inclusion, creating policies, reviewing the organisation's recruitment and selection practices, identifying the unnecessary barriers and considering certain practices. A good example is to create encouraging job ads having stated that 'CALD applicants are welcomed to apply'. In addition, organisations should ensure that member of the interview panels are trained around diversity issues and aware of biases such as accent of English (Dickie & Soldan, 2008).

There is a research that explains the dimensions of power on which human resource management functions draws to gain influence on organisational performance. Hence, it has been identified that human resource management professionals utilise three power dimensions, in particular power of resources, power of processes and power of meaning; each of these are highly relevant to diversity challenges. The power status and influence thus indicate major impact on hiring processes and employment of diverse social groups, in particular the members of disadvantaged groups including women and minorities (Gotsis & Kortezi, 2014).

Conclusion

This chapter set out to introduce the neo-classical theory, dual labour market theory, leading to labour market segmentation theory, in order to conceptualise the source of labour market patterns. This chapter has discussed the human recourse management theory, human capital theory, and diversity management approaches relevant to the research question. This chapter has summarised the relevant knowledge around CALD recruitment and selection and the themes around analysing the data that will be identified in the following chapters. As identified in this chapter, there are challenges of matching the labour supply to labour demand; the qualified CALD job seekers can be considered as the human

capital as they are the available resource. However, CALD barriers to employment requires examining from different perspectives. Only a few studies uncovered information about organisation's recruitment and selection process and employment pathways for qualified CALD individuals. The key themes that have been identified earlier associated with the discussed theories are the influence of employers and human resource professionals in hiring CALD job seekers. The local work experience can be overvalued by the organisations' decision makers. The physical features such as look and accent of the CALD immigrant candidates also can affect their employment chances during the recruitment and selection process. This, associated with the resource dependence theory to elaborate a better utilisation of human resources supporting an organisation's competitive advantage. This can contribute to the economic development of Greater Western Sydney. Additionally, making the most of the available human capital through embracing diversity management and eliminating discrimination and bias could contribute to the region's economic development but also to its social development.

Chapter 3: The Research Design

Introduction

This chapter elaborates on the components of the research that were undertaken to explore the barriers to finding employment for eight qualified CALD job candidates in Western Sydney with consideration of factors on both the supply-side and on the demand-side of the labour market. The chapter addresses, research methodology and methods, research procedures, and research implementation.

This is outlined for each of the three forms of empirical research: interviews with job candidates, interviews with diversity experts, and two organisational case studies. This chapter argues that qualitative research is the most appropriate method for addressing the research questions. As Peck (2000) describes, many complex dynamics are at work in shaping local and regional labour market patterns including place-specific industrial relations, legal regulations around work and employment, and education and training systems Australia's migration policies and rules also play a role. Therefore, in this research, semi-structured interviews and organisations' case studies have been conducted to enable the data to be considered in context. Whilst consideration is given to taking action to support the preparation of CALD job candidates on the supply-side, case studies are used to give consideration to whether action to enhance diversity management among employers may be more effective in utilising human capital for the Greater Western Sydney region's economic and social development.

Research methodology and methods

Qualitative methodology

Qualitative research method was determined as the most sensible way to study a phenomenon as it allows in- depth investigations (Fusch & Ness, 2015). One of the strengths of the qualitative methodology is that it allows the research problem of individual's experiences to be studied in depth (Perry, 1998). Qualitative research allows the researcher to observe the experience and to rely on participants' language and interpretations of that experience (Johnson & Onwuegbuzie, 2004). Qualitative research, in contrast to quantitative research that relies on numerical data and statistical analysis, relies on participants' words to provide insights into human experience (Savin-Baden & Howell Major, 2013). As such, a qualitative research approach was determined to be the most appropriate for

this study. In this study, semi-structured interviews and case studies of organisations help to explain why there are connections between recruitment and selection practices and labour market patterns in relation to the issue of underemployed CALD job candidates in Western Sydney labour market.

Qualitative research provides the opportunity for the researcher to gain insights through case studies, which are commonly used in human resource management and diversity studies (Fusch & Ness, 2015). In this research, the qualitative methodology provides understanding and description of CALD job candidate's personal experiences during job interviews. Whilst quantitative data would be useful for describing labour market patterns for CALD job candidates, it would be difficult to design a quantitative study to investigate why there may be underutilisation of CALD human capital given the many factors involved on the demand-side and supply-side of the labour market.

As discussed previously, there has been comparatively little research in diversity management policy and practices in Australian organisations. Qualitative data in the words and groups of immigrant job candidates lend themselves to exploring how and why underutilisation of CALD human capital occurs (Pope *et al.*, 2000).

Qualitative methods are categorised into five groups including ethnography, narrative, phenomenological, grounded theory, and case study (Creswell & Poth, 2017). In this study narrative (interviews) and case study (organisations) have been chosen to justify the collected data. Three different groups of interviews have been conducted; eight qualified CALD job candidates have been interviewed in response to the research question to find out their employment barriers. Two organisational case studies operating in Western Sydney have been chosen and interviewed regarding their recruitment and selection policies and procedure hiring qualified CALD job candidates. Two diversity stakeholders have also been interviewed to understand about the impact of diversity in Australian organisations, and unemployment factors among qualified CALD candidates.

Research procedures

Data for the research project were collected between November 2016 and May 2017, and after the research had been approved by the WSU Human Research Ethics Committee (Ref.H11869).

As in all research, the collection and interpretation of data can be influenced by the identity and experiences of the researcher. As noted in the Prologue, the researcher has common experiences with the CALD job candidates. This was a benefit in recruiting interviewees and may have been why the interviewees were so open about difficult and frustrating experiences. The researcher was very aware of potential bias and to promote academic rigour, the perspectives of other stakeholders in the recruitment process, such as the diversity experts, were sought as were very specific examples of experiences. The analysis was also double checked by the research Supervisors.

The research setting

The eight job candidates who participated in the study all spoke English as their second language, resided in the Western Sydney area which is a major region of Sydney, New South Wales, Australia and had been job seeking in the last three years. Both women (90%) and men (10%) participated in this study. The average age of participants was 34 years old.

The research participants

Participant selection and recruitment

As qualified CALD job candidates were the best placed to reflect upon and recognise impacts of the barriers in recruitment and selection process, a group of (unemployed and underemployed) job candidates, who were job seeking in the last three years were interviewed. Underemployment refers to individuals who do not have enough paid work or they are not doing work that makes full use of their skills and abilities (Campbell, 2008) This group were selected as they were best placed to first, provide some initial insights into the research area, recognising that job applicants across different industries can have different experiences during employment seeking and recruitment and selection process. Case study organisations with clear diversity targets were also recruited to enable comparisons across the data and potentially identify any similarities or differences that shaped participants' perspectives of any barriers within recruitment and selection processes. In addition, the interviews with the diversity stakeholders aimed to frame the value of diversity and promote social inclusion for CALD immigrants.

Various approaches were used to enhance the engagement of qualified CALD job applicants from diverse background in the research. First, qualified CALD job applicants were made aware of the research project with a flier via social media including LinkedIn, Seek, Indeed, Twitter, and Facebook.

Second, the research project was promoted by delivering and advertising the flier (see Appendices 1) in public places such as libraries and local councils located in Western Sydney. The flier provided information about the research project and directed prospective participants of the contact details of the researcher if further information was needed. To attract participants, the research study was also promoted through other avenues. These involved distributing information packs about the research project to potential participants through the western Sydney employment agencies. Information packs about the research project were attached and emailed to the potential participants so they could be provided with the interview questions and other information.

Table one displays basic demographic information about the eight qualified CALD job candidate participants. Although drawn from only eight participants their experiences give insights into the demographic and labour market demand and supply of Western Sydney.

The sample mainly reflects the higher number of women candidates and candidates between 30 and 40 years of age seeking employment in the Western Sydney area. The under-representation of male job candidates is recognised as a limitation of the recruitment strategies, particularly of relying on participants coming forward within the specific timeframe allocated for the data gathering processes.

Table 1 - An Overview of Research Participants

Candidates	Gender	Age	Qualifications	Desired Job Roles	Country of Birth	Studied in Australia	Local Experience in Australia	Undesired Job
KHJ	F	38	Bachelor's in Child Care Studies	Child carer	South Africa	Yes	No	Home carer/ Underemployed
Shradd	F	31	Master of Pharmaceutical Science & Engineering	Pharmaceutical field and engineering	India	No	No	Unemployed
Para	F	38	Master of Project Management	Project scheduler	Iran	No	Yes	Admin/ Underemployed
DT	F	39	Bachelor of Psychology	Psychologist	Macedonia	No	Yes	Diversional Therapist/ Underemployed
Sue	F	29	Bachelor of Accounting	Accountant/Finance	Nepal	Yes	Yes	Assistant in Nursing/ Underemployed
Mary	F	27	Bachelor of Sonography	Sonographer	South Africa	Yes	Yes	Retail/ Underemployed
Sangee	F	34	Bachelor of Physiotherapy	Physiotherapist	India	Yes	Yes	Physio Assistant/ Underemployed
Dan	M	37	Bachelor of Criminology & Social Science	Police Officer	Kuwait	Yes	Yes	Assistant in Nursing/ Underemployed

Data management

Initially, the research data were managed and maintained manually. Due to the increasing quantity of data, the project was later imported into the qualitative data analysis program Excel 2016. While qualitative data analysis programmes have been criticised as mechanising the research process and disengaging the researcher from the data (Roberts & Wilson, 2002), Excel was convenient in restructuring the organisation of the data. The use of Excel and manual procedures provided effective data management throughout the research project. Researchers observed that organising data is a necessary component of a comprehensive analysis (Bazeley & Jackson, 2013).

In this research, recorded interviews and case study organisations were used to ascertain the reliability of initial themes and validate the accuracy of the concepts that had been applied to the raw data. A cross-check of the identified themes was undertaken with both research supervisors across transcripts. The reliability of the themes was further established by reviewing the theme developments with a group of Higher Degree Research students at different times during the analysis process.

Research implementation

This section clarifies the processes of data collection, coding, comparison and analysis. Studies have shown that engagement with literature prior to the commencement of the project is beneficial (Dunne,

2011). Engaging with the literature before and during the research project further informed the research question and contributed to elaborating the theoretical concepts in the data during analysis.

Data collection

The primary data sources in this research project were semi-structured interviews and case study organisations. Secondary sources were (case study organisations) websites.

Semi-structured interviews

A semi-structured interview provided participants with space to present or pursue further issues as they occurred to them throughout the interview, yet maintained the focus of the interview. The interview approach allowed job applicants to define how they understood and acted in the job seeking process and barriers of finding desired job. To encourage the interviewee to share their experiences, thoughts and perspectives, each interview initiated with open ended questions: "I would like you to tell me about how do you find the processes of job seeking in Western Sydney? I am interested to find out what are the possible barriers to find your desired employment in Western Sydney?" The semi-structured interview plan was used flexibly during most interviews, more prompts were hardly needed as the participant frankly shared their experiences and perspectives of employments' barriers for qualified CALD job applicants. During some interviews the prompts were used often; this was mainly for participants who were too conscious of the voice recorders. Usually, in these situations the prompting was no longer required as the interview proceeded, and the participants became more involved in conveying their experiences. Employing this interview format enabled a deeper conversation level about the participants' perspectives, responses and reactions to the research area and this helped in developing a shared sense of the participants' reality (Rabionet, 2011).

The interviews

Three different semi-structured interview questions lists were prepared by the researcher (see Appendices 1, 2 and 3).

Job candidates interview

The first list of interview questions was written for qualified CALD job applicants. Eight job candidates were interviewed by the researcher face-to-face and all interviews were voice recorded. Most participants chose to be interviewed on Western Sydney University library.

Stakeholder interview

The second group of interview questions were written specifically for the two diversity leaders and they were also voice recorded. Both participants chose to be interviewed in their organisation's public Hall.

Case study organisations interview

The last set of questions were created for the case study organisations to understand about their recruitment and selection policies and practices. The Sydney Disabilities Services (SDS) interview was voice recorded whereas the Big Bank interview couldn't be voice recorded due to Big Bank security rules. Both participants chose to be interviewed in their organisation's head office.

In total, twelve research interviews were conducted between November 2016 and May 2017. At the start of each interview each participant was invited to read and sign the Participation Consent Form (Appendices 5). Each participant was provided with copies of the Research Information (Appendices 6) sheet and the consent form and written confirmation to record the interview were obtained at the start of each interview. Most participants nominated a research pseudonym before the beginning of recording, and this name was used throughout the interview.

After the interview each participant was asked if they wished to receive a copy of the interview transcript. Of the twelve participants, two requested a copy of the transcript, and this was forwarded by email. Each interview was uploaded to the researcher's laptop from the audio recorder for transcribing. Each transcript was written manually and was checked for accuracy. In most cases the transcripts needed little correction or clarification. The interviews varied in length from thirty minutes to two hours.

Data analysis

One of the main problems of conducting qualitative research is to find a suitable starting point for the research, and the basic framework within which the data will be collected and analysed (Lopes, 2015). Qualitative research tends to produce large amounts of data that are not simply open and responsive

to mechanical manipulation, analysis and data reduction. Qualitative studies can make analysis problematic due to not only generating large amounts of data, but also creating data in an irregular format (Lawrence & Tar, 2013).

Data analysis of the job candidate and diversity expert interviews was straightforward because there was only one researcher collecting data and the researcher was also the transcription typist. Strong familiarity with the data allowed strong recall including identification of themes as the interviews unfolded. This was facilitated by a close tie between the thesis research questions and the interview questions. The case study interview analysis was somewhat less straightforward because there had to be reflections on the case study interview data relative to the documents and other contextual information about the organisation. As will be evidenced in the discussion chapters, a theme from the human resource management literature around 'rhetoric versus reality' was a consideration.

Ethical considerations

The key ethical factors that directed the research were confidentiality, informed consent, respect, truthfulness, anonymity, and privacy. For the participants (particularly job candidates), there was some risk involved in openly sharing their experiences about complex matters such as unemployment barriers and the consequent outcomes in their lives. Hence, the responsibility to mind the job applicants' well-being and anonymity was a main concern during the research data collection. Triggering unsettling emotions, was one of the major concerns that could occur throughout the research which was recognised by the researcher. Therefore, the job applicants were provided with support services' details, so they could access with no cost during and after the study. Pseudonyms were employed to protect the anonymity and privacy of participants which mostly were nominated by the participants to be applied in the research process. Pseudonyms were chosen by the researcher if the participants did not specify one for themselves. As a further safeguard, participants were asked whether they like to be voice-recorded during the interview or not and a written consent form was signed by them either way.

Limitations and challenges

A limitation of qualitative data and findings is that they usually cannot be generalised to this research population or community (Okazaki & Sue, 1995). In this study, limitations include the small sample size, as consistent with a qualitative approach, and only being able to speak to the managers of the

organisations and being unable to confirm their commitment to diversity and appropriateness of their recruitment and selection practices from job candidates applying at those organisations.

A huge challenge was recruitment and timely responses from participants. An example is a local council that did not respond back to the researcher regarding the interview invitation and messages. Therefore, the researcher sent a participation invitation to Sydney Disability Services which was time consuming but successful. Another challenge was managing the large amounts of data which has been stored and organised in the Excel software. A further challenge was the institutional restrictions (Big Bank) that researcher was reliant upon field notes and not allowed to record the interview.

Conclusion

This chapter indicated that qualitative research is the most appropriate method for addressing the research questions looking at both the supply and the demand sides of the labour market. This design of research and semi structure interviews intend to find the barriers that CALD job candidates encounter in western Sydney. There is a hope to turn this to a bigger study with more participants in future.

The following chapter presents and discusses the research findings. It identifies the barriers that qualified CALD job applicants comes across in the process of seeking employment and implications for future policy directions and practices to understand Australian organisations' recruitment and selection policies and practices.

Chapter 4: Findings and Discussion – “Job Candidates’ Interviews”

Introduction

This chapter establishes the barriers CALD applicants face in gaining full-time employment. It addresses the research question “Does a lack of organisational diversity management in Western Sydney impede the recruitment and selection of job candidates from culturally and linguistically diverse backgrounds?” The chapter draws on data gathered from interviews with eight qualified CALD job candidates who are unemployed or underemployed and reside in Western Sydney. This chapter focuses on the skilled CALD job applicants’ perspectives and experiences. It also illuminates some of the practical approaches the applicants used to negate the barriers they encountered in being recruited and selected by organisations. The chapter first presents the research findings (data) from each participant. It then identifies and discusses the findings under main themes that emerged: absence of local experience, networking and communicating, foreignness – including language and cultural differences — and ineffective Human Resource professionals and recruiters.

Introducing the Job Candidates

Table One below displays the demographic description of the eight (one men and seven women) CALD job candidate research participants:

Table 1 - Candidates' Demographic Descriptions

Candidates	Gender	Age	Qualifications	Desired Job Roles	Country of Birth	Studied in Australia	Local Experience in Australia	Undesired Job
KHJ	F	38	Bachelor's in Child Care Studies	Child carer	South Africa	Yes	No	Home carer/ Underemployed
Shradd	F	31	Master of Pharmaceutical Science & Engineering	Pharmaceutical field and engineering	India	No	No	Unemployed
Para	F	38	Master of Project Management	Project scheduler	Iran	No	Yes	Admin/ Underemployed
DT	F	39	Bachelor of Psychology	Psychologist	Macedonia	No	Yes	Diversional Therapist/ Underemployed
Sue	F	29	Bachelor of Accounting	Accountant/Finance	Nepal	Yes	Yes	Assistant in Nursing/ Underemployed
Mary	F	27	Bachelor of Sonography	Sonographer	South Africa	Yes	Yes	Retail/ Underemployed
Sangee	F	34	Bachelor of Physiotherapy	Physiotherapist	India	Yes	Yes	Physio Assistant/ Underemployed
Dan	M	37	Bachelor of Criminology & Social Science	Police Officer	Kuwait	Yes	Yes	Assistant in Nursing/ Underemployed

Data Sources

Data were collected via semi-structured interviews with each participant being interviewed by the researcher. The interviews were conducted face-to-face, audio recorded and held in public areas including the Western Sydney University library. Each interview was transcribed by the researcher/interviewer.

Interview Data

KHJ 'Qualified Child Carer'

The first job candidate was KHJ, a 38-year-old South African woman with a bachelor's degree in child care from a private Sydney college and many years' experience in South Africa in the child care sector. KHJ has applied for numerous jobs over the last two years but has only been interviewed four times. KHJ believes she has the capabilities but has not been given the chance to use her skills to work in her field. She feels she is discriminated against because of her skin colour and/or her African ethnic background. She asserted the barriers she experienced to gaining employment were her lack of local experience, her physical appearance (black skin colour), accent, and non-Anglo name. Once, she had a group interview experience where she was able to show her skills and knowledge. She was not offered the position however as she was told by the prospective employer her accent would have a negative

impact on the children as they would learn and imitate her accent which was not desirable (KHJ. pers. comm., April 14, 2017).

KHJ said:

Recruitment procedures are very selective in a discriminatory way; if you get called in for an interview by any chance, they don't value your skills and knowledge, instead asking you "How's your English?", "Do you think you can communicate with people in this role in English?" If I could complete my qualifications in English, I'm sure I'm able to do my job in English. They fail to be fair (KHJ. pers. comm., April 14, 2017).

KHJ explained that the practices of employers and recruiters do not follow the organisations' non-discriminatory policies and procedures (KHJ. pers. comm., April 14, 2017).

Shradd 'The Pharmaceutical Engineer'

Shradd, a 31-year-old Indian-born woman, has found it very difficult to gain full-time employment in Sydney as a pharmaceutical engineer. Feedback from recruiters was that her qualifications and work experiences were strong, but the absence of local experience was the main reason she had not been successful from her previous four or five interviews. In looking for work in Australia, Shradd feels there is a lack of communication and trust amongst recruitment agencies. For example, she had to follow up on the progress of her employment application directly with the company in some instances. As a pharmaceutical engineer, she has found it very challenging to obtain local experience (Shradd. pers. comm., March 18, 2017). She has learned that someone with local experience and less knowledge would be prioritised over an applicant with high knowledge but no or little local experience. Without local experience, companies did not consider her knowledge despite her qualification and experience working in internationally-recognised [multinationals?] companies that were based in India. From her experiences, Shradd felt put down for no logical reason (Shradd. pers. comm., March 18, 2017).

With regard to overcoming barriers, Shradd explained that finding more avenues to connect across different employment channels such as LinkedIn or Seek was the most important factor for all migrants to consider. She acknowledged that while some connections still look for local experience, there are "good people" who appreciated the knowledge and qualifications of CALD applicants and who have given migrants an opportunity to kick off their career.

Shradd's approach was to send a contact request on LinkedIn, Seek.com etcetera and contact the recruiter in the advertisement. She felt human resource professionals and recruiters themselves were barriers that had to be navigated to reach the hiring manager in the company. Because they want to send the best CVs to the employer, they ignore all other applicants, even those with extensive overseas experience. As such, Shradd believed that agencies diminish everyone else's chances to find the best applicant for the position (Shradd. pers. comm., March 18, 2017).

In terms of CALD job candidates in the recruitment and selection process, Shradd said they must be open to taking any kind of position related to their field to gain a start. Being prepared for disappointments was further advice she gave. She acknowledged that while organisations' recruitment and selection processes were effective, if recruitment agencies became involved the process can be very challenging, particularly for CALD candidates; for example, Shradd explained, "I was told by a well-known recruitment agency that they only hire Australian and English applicants" (Shradd. pers. comm., March 18, 2017). To improve the recruitment and selection processes of organisations, Shradd feels it is very important the process should be open to everyone.

Para 'The Project Manager'

Para was from Iran. She was 38 years old and had eight years' experience in planning projects. At the time of interview, Para considered herself underemployed as she was working as an administration contractor on a casual basis. She had also worked in the manufacturing, education and IT industries in Sydney.

Para also mentioned lack of local experience as a barrier for qualified CALD candidates. Para asserted there are too many job recruitment agencies in the market and not all are experienced in their fields and industry. Many recruiters, she explained, trust previous, known job applicants over new ones and unfairly prioritise them although their resumes, knowledge and work experiences may not be as sound (Para. pers. comm., January 29, 2017).

Para elaborated:

For example, I passed four levels of interviews for a job, then they asked for references, and they told me I got rejected because of my references; this was very

suspicious because I was sure about my references. I think it was a preselected process and formalised procedure as it was a government company and they had to show they were interviewing candidates. This incident happened three times with the same company, so I decided not to apply for any jobs with that company anymore (Para. pers. comm., January 29, 2017).

Para explained a further barrier for her was not belonging to one of the big ethnic communities in Sydney such as Chinese, Korean and Indian; these communities prefer to hire from their own community (Para. pers. comm., January 29, 2017).

She explained that all big companies promote diversity including disabilities, women, aged workers, and ethnicities; “for example, my previous experience looking for a job, I was told during the interview that because you’re a woman that’s why you will be selected (it is a rule that organisations must have women in their workforce and within their team). So, I was selected because of my gender”. Para suggested implementing similar rules to support qualified CALD applicants would be helpful for new skilled migrants (Para. pers. comm., January 29, 2017).

DT ‘The Psychologist’

DT was a 39-year-old Macedonian psychologist currently working as a diversional therapist in an aged care facility. She has had many interviews and she described the challenges she experienced. Her name presented a big challenge as the pronunciation is not easy. Another challenge was the language barrier during interviews and her inability to fully express her abilities and knowledge in English (DT. pers. comm., March 1, 2017). Finding connections and job network is very helpful. The lack of systems or policies to provide internship programs for skilled migrants was a further barrier to CALD applicants being able to step into their career and obtain local experience. DT asserted that “Most employers in Australia prefer (unqualified but experienced) local candidates than highly qualified CALD immigrants; it seems they don’t value qualifications and education” (DT. pers. comm., March 1, 2017). As evident in DT’s case, being over-qualified yet having no local experience was a challenge qualified CALD job applicants can face.

Sue ‘The Accountant’

Sue of Nepalese background was 29 and, at the time of the interview, was working as a personal carer despite being a qualified accountant. She explained that when she graduated from a Sydney college

with her bachelor's degree, she looked for a job as an accountant for two years unsuccessfully due to a lack of local experience.; She decided to work as a personal carer as it was easier to find employment.

Sue had experienced a number of discriminatory incidents in telephone interviews with the interviewers asking her "I can tell that you have an interesting accent, may I ask what your background/origin is?" This question made Sue think there may have been a link between this question and not progressing to the next stage of the application (Sue. pers. comm., February 17, 2017).

Sue mentioned that job interview preparation and research about the potential employers and organisation are necessary to be successful during a job interview. In her experience, characteristics such as attire, name, and body language can negatively affect the employer's impression especially if these are not Western/Anglo (Sue. pers. comm., February 17, 2017).

Mary 'The Sonographer'

Mary was a 27-year-old from West Africa. She had a master's degree in Sonography from a university in Sydney. Mary indicated that accent, non-Anglo names and physical appearance were all barriers for CALD applicants; "People judge my accent over the phone interview and that can be the reason I could not get to the face-to-face interview". She felt some people think it is harder to work with people from a CALD background, therefore, CALD applicants need to prove themselves to be very good (Mary. pers. comm., November 23, 2016).

Mary, in contrast to other interviewees, believed connections and employment networks were useful to finding the desired job: "You need people who can help you to get into places". In addition, she asserted "[The] applicant's resume should have the selection criteria addressed very specifically. Should be current and relevant. Qualifications simply are not enough to find employment; finding a job is all about learning and development". Mary explained that recruiters sometimes helped candidates and provided opportunities for them (Mary. pers. comm., November 23, 2016).

Sangee 'The Physiotherapist'

Sangee, a 34-year-old woman, was born in India. She has a Masters in physiography from Victoria University in Melbourne, awarded in 2009. Sangee asserted English, education, and employment are

the most important factors for all qualified CALD candidates to achieve their career goals. Sangee is currently employed as a part-time physiotherapist and considers herself to be underemployed. Sangee asserted language barriers and cultural differences are the biggest barriers for CALD applicants (Sangee. pers. comm., March 26, 2017). She was told by a recruiter she was unsuccessful in her application for a position because of her poor communication skills and consequent language barrier. She said she learned from that experience. She feels that a strong personality and self-confidence are priorities for newly arrived skilled migrants to demonstrate to recruiters and potential employers. She also found Sydney more competitive than Melbourne in her job seeking experience (Sangee. pers. comm., March 26, 2017).

In addition, as a physiotherapist, Sangee found it very challenging to attain her professional registration in Australia. Even after completing her Masters in Australia (having been awarded her bachelor's degree in India) she had to complete three phases for registration, including logging 1000 hours of practice over two years. Some of her migrant colleagues gave up on seeking registration due to this long process and are now working in different jobs (disability support workers, carers, and taxi drivers) (Sangee. pers. comm., March 26, 2017).

Sangee felt that many organisations' recruitment and selection procedures are unfair and disadvantage newly arrived migrants as they often prioritise local experience, thus overlooking the qualifications, skills, and experience of skilled migrants. In this way, human resource professionals and recruiters heavily influence the recruitment and selection process, as they are often the first point of contact for job candidates. Sangee asserted that human resource professionals, managers, and employers should be more realistic with migrants and give them the opportunity to gain some local experience, given that many new employees must go through a probationary period; this would allow the CALD candidate to familiarise themselves with their chosen career in Australia (Sangee. pers. comm., March 26, 2017).

Sangee indicated the most significant barrier to organisations hiring culturally and linguistically diverse people is that human resource professionals and recruiters only look at the language barriers, without considering candidates' qualifications and knowledge and their achievements, particularly if their qualifications were gained in Australia. She remarked, "You have to be smart to finish a degree in your

second language and therefore those candidates would have no problem working in their desired jobs” (Sangee. pers. comm., March 26, 2017).

Dan ‘The Criminologist’

Dan is a 37-year-old man from Kuwait. He has graduated with a criminology degree from a university in Sydney. At the time of interview, he was working as a security officer and considered himself underemployed and unable to fully use his knowledge and skills. In his experience, Dan found background differences and not having an Anglo name affected the way he was treated in job interviews and at work. He stated judging candidates’ and their skills and capabilities by their name and accent was not fair and was the biggest barrier for CALD applicants (Dan. pers. comm., December 23, 2016).

Dan explained he had been a victim of racism and discrimination in one of the biggest hospitals in Sydney, being excluded and marginalized within the team. From this incident, Dan officially changed his name to an Anglo name. Dan asserted “As soon as I changed my name, I was more socially and professionally included in Australian society; straightaway I was invited to job interviews even with the same resume and same employer”. Dan observed “Human resource professionals and recruiters want to see that you have adopted the Australian culture which shows them that you are a good learner, hence you’ll be successful at your job”. In addition, Dan asserted internal advertisement procedures were unfair, often meaning people missed the chance to be selected due to not being aware of the job and not having any connections inside the company (Dan. pers. comm., December 23, 2016).

Dan mentioned:

I’m considering moving to another state to work as a Border officer; there is a job on Christmas Island that I’m applying now just to begin my future career. I’ll go as far as it takes to find my desired work. Employers should consider skilled migrants talented enough to finish their degrees in a second language as [it demonstrates] having goals that they like to achieve. I know so many of my classmates with English as the first language who could not complete their degrees. Migrants can be really persistent and consistent to achieve their goals, which is a good sign to give them a chance and employ the them (Dan. pers. comm., December 23, 2016).

Findings Summary

The experiences presented above highlight the barriers qualified CALD job candidates encounter. These barriers are: lack of local experience in Australia, foreignness – understood as non-Anglo names,

accented spoken English, cultural differences, physical appearance, internal job advertisement, inefficient and ineffective human resource professionals and recruiters. These barriers and challenges to CALD job applicants are widely recognised, as identified in the literature review.

The following discussion, under sub-headings, identifies and discusses the key barriers to finding employment from the job candidates' perspective and relates the issues and challenges they faced back to the wider literature. The key barriers they experienced were absence of local experience, networking and communicating, foreignness and working through ineffective recruitment agencies.

Key Barriers and Discussion

Absence of local experience

The most common barrier to finding employment among the job candidates interviewed in this study was the absence of local experience in Australia; all job applicants indicated organisations in Australia (including recruitment agencies) did not value international experience. In other words, employers in Australia over-value local experience, hence its absence is a huge barrier for qualified CALD candidates in finding employment that allows them to use their qualifications. Qualified CALD applicants found it very challenging to obtain local experience. Whether lack of local experience would make a CALD employee less valuable in their contribution to an organisation over an extended period of time is questionable and unsupported by the managing diversity literature. It is possible that the real barrier is not a job candidate's characteristic (lack of local experience) but employers' (or possibly recruiters') attitude that international work experience is of little value while local experience is crucial. One participant, Shradd, described an exception to this prevalent attitude. She explained how some employers were willing to give CALD job applicants a start, describing her experience of meeting "good people out there".

Theories of human resource management point to a competitive advantage from hiring and utilising meritorious employees more effectively than competitors. Valuing the international work experience of qualified CALD job candidates aligns with the resource dependence view; the implication of an organisation effectively recruiting and managing a diverse workforce is to enhance the human capital value of the organisation.

Two approaches to diversity management in Australia, as discussed in Chapter 2, are 'productive diversity', which is based on a human capital theory approach, and 'valuing diversity', which is based on a human resource/organisational development approach (Burgess *et al.*, 2009). A number of organisations, of varying size, have been evaluated on their managing of diversity programs and productivities; Burgess *et al.* (2009) indicate that productive diversity is a more common motivation for organisations than valuing diversity. Burgess *et al.* (2009) advocate a 'best practice' approach that assimilates diversity management with standard human resource management functions such as recruitment and selection procedures. A 'best practice' approach entails organisations explicitly address employment matters within their policies including selection criteria and recruitment practices to promote the appointment or engagement of a diverse workforce (Strachan *et al.*, 2004).

Moreover, in utilising diversity management approaches effective recruitment and selection practices are implemented in the organisation. For example, improving the employer's access to diverse job candidates and/or reducing biases against CALD job candidates. Effective selection and recruitment practices have been defined as the most direct approach to transform an organisation's culture (Canas & Sondak, 2008).

The history of diversity management in Australian organisations, as discussed in Chapter 2, helps to understand the context of this study. A diverse workforce can be an organisation's greatest potential strength when managed efficiently (Memon, Mangi, & Rohra, 2009). However, job candidates' interviews revealed that most potential employers do not follow the diversity management policies and practices when it comes to recruitment and selection process for CALD applicants, as evidenced in their attitude of ignoring the applicants' international experiences. The global expertise of CALD applicants should be recognised as being of great value and a bonus to Australian companies. Qualified CALD candidates could potentially introduce the best international practices, and also open doors to connections overseas.

Furthermore, the Resource Dependence Theory is part of Human resource management theory that explains an organisation's relationship to the environment. RDT elaborates a better utilisation of human

resources will support an organisation's competitive advantages to achieve its goals (Nienhüser, 2008). For example, organisations need to be open to hiring the best talent that is presented to them no matter where it is from whereas the CALD job candidates interviewed for this study were left with the impression that Australian employers were very insular, which clashes with perceptions of Western Sydney's cosmopolitan and multicultural image.

The local bias of many Australian businesses and recruiters in regard to applicants having extensive Australian experience does not transfer to the broader global job market. Whilst there might be some specific areas prospective employees requiring training in, employers should realise that certain skills translate globally. A good example is how technological advances over the past decade have been adopted by international businesses to operate in a global environment. The job candidates interviewed for this study had been explicitly told that a key reason for not being offered employment was a lack of local experience. This finding leads to a conclusion that Australian companies need to take heed of international viewpoints to enhance the value of human capital, and to make sure they're not overvaluing Australian-only experience. This issue was explored with the diversity experts and is discussed further in Chapter 5.

Networking and communicating

Another important category of barriers implied by the job candidates was 'networking and communicating' to find employment, with some job candidates advocating using LinkedIn or Seek as useful for migrants. Applicants believed connections and employment networks were useful to finding desired jobs; that is, qualifications alone were not enough to find employment. A high quality written resume and cover letter addressing the desired criteria was recognised as a strong avenue for communicating and conveying the applicant's skills and capabilities to any potential employer. However, applicants had experienced internal job advertisements as another huge barrier that stopped them applying for potentially suitable positions.

As elaborated in the literature review (Chapter 2), Canas and Sondak (2008) indicated that diversity management approaches will be promoted through organisations implementing effective recruitment and selection practices. For example, improving their access to diverse job candidates or reducing

biases against CALD job candidates. Effective job advertisements to reach a wider pool of candidates as part of recruitment process have been identified as the most direct approach to enhance the human capital of the organisation, hence, transforming the organisation's culture (Dickie & Soldan, 2008).

An effective and equitable recruitment process should create a more diverse pool of qualified candidates for a particular position. For example, women and ethnic minorities usually have less access to "informal sources of job information" and hence, they tend to rely formal job advertisements. Therefore, for these groups recruitment through word of mouth and the company website are not effective ways for creating a more diverse candidate pool. As the interviews with job candidates revealed, some potential applicants had missed the opportunity to apply for vacant positions as they were only advertised internally in the organisations (Canas & Sondak, 2008). In addition, job candidates indicated that they had experienced not "Belonging to one of the big populated ethnic communities' in Sydney such as Chinese, Korean, and Indian; these communities prefer to hire from their own community." These communities have wide connections within themselves where 'word of mouth' plays an important role; members simplify the recruitment and selection of their own applicants. This is discriminatory for those from minority groups with in the broader population.

Foreignness

Another category of barriers drawn from the findings regards the 'first impression' of foreignness, this encompasses appearance, (for example, black skin colour), non-Anglo names, and accented spoken English. First impressions were reported to affect interviewers' attitudes toward the job applicants and could strongly or negatively influence the recruitment and selection process. An example was having CALD characteristics such as accented English, particularly over phone interviews, and the applicants then being advised they had not progressed to the face-to-face interview because it was difficult to understand their spoken accented English. It is important to note that the interviewer could readily understand each participants' spoken English. Accent, as part of foreignness, relates to the ability to fully express abilities and knowledge in accented spoken English and clearly communicate meaning. Accents were a key barrier among CALD job candidates seeking employment; the interviewers with recruiters suggest this may have been a much stronger consideration than the participants recognised and acknowledged.

Human resource professionals and recruiters need to ensure the levels of communication are understandable. The participants' experiences however suggest a bias against any applicant with an accent, regardless of their spoken and written communication abilities. Human resource professionals and recruiters were reported to focus on communication capacity without considering candidates' qualifications and knowledge and their achievements. This was the case even when the job applicants' qualifications were gained in Australia and in English.

The first impression of potential employers or recruiters can be negatively affected by the appearance and physical characteristics of the CALD job candidate. Studies by Stout (2007) indicate looks based discrimination, that is discrimination against appearance related issues, exists in various aspects of the labour market. The results of this study indicate that the importance of appearance varied by profession, position, and different hiring scenarios. Stout (2007) explored the impact of 'lookism' to explain the effect of diverse job candidates' features on their selection and hiring process (Stout, 2007). Lookism is identified as prejudice or discrimination on the grounds of being of different appearance to the dominant population (Gustafsson *et al.*, 2005). Furthermore, a recent study by (Warhurst *et al.*, 2005) illustrated that discrimination is an intentional aspect of recruiting and selecting from among qualified CALD job candidates. It is acknowledged that employers filter some job candidates' characteristics with discrimination based on academic or occupational qualifications possessed by a candidate being acceptable, but any discrimination due to sex, race, disability, age and looks is not. Such discrimination is legislated against by Australian government based on Equal Employment Opportunity (Commonwealth Authorities) Act 1987 (Warhurst *et al.*, 2009).

The practice of asking job seekers to include a photo on any application is a form of Lookism and thus an unacceptable form of discrimination. As mentioned earlier in the literature review (Chapter 2), the guidelines of UK Employment Service advise employers not to use photographs due to their potentially discriminatory nature. A recent UK study (Gustafsson *et al.*, 2005) explored the difference between employers' and employees' responses on the use of photographs in recruitment and selection processes. Only 2.7 per cent of the employers mentioned they requested a photograph from job applicants, whereas 23 per cent of employees stated they had been asked to provide a photograph when applying for jobs. Currently, lookism is not deemed to be an illegal form of discrimination. Hence,

discrimination based on applicants' apparent features is a grey area. Anti-discrimination laws in Australia may be able to address the issue of lookism more seriously, but there is still a vital need for more research both of the issue and how it is being addressed (Warhurst *et al.*, 2009).

The job candidate's negative experiences during face-to-face and telephone interviews strongly suggest they faced the barrier of lookism. Their experiences also suggest they faced the barrier of 'soundism', a new term being introduced in this research; soundism is defined as prejudice or discrimination on the grounds of a person's accented spoken English. The results of this research indicate soundism is widespread and affects how people are perceived and their opportunities to find employment. The recent study by Almeida *et al.* (2015) focused on assessing how attire, name, accent and any personal characteristics of job candidates negatively influenced employer's perceptions in the recruitment and selection processes. Another study indicated that non-Anglo names and personal features of job candidates can negatively impact their possibility of being selected (Wilson & Parker, 2007). Some CALD job candidates indicated they had changed their non-Anglo names to Anglo names (formally and informally) to increase their chances to get a job interview and fit in in Australian organisations.

Ineffective human resource professionals and recruiters

Another barrier identified by the job candidates' findings was the ineffective influence and role of human resource professionals and recruiters. sometimes had to be navigated to reach the hiring manager in the recruiting organisations. Human resource agencies want to send the best CVs to the employer and arguably expedite this process by selecting applicants who are familiar (see discussion on lookism in Chapter 2) and therefore easier to place. This approach reduces everyone's chances to find the best applicant for the position. Human resource professionals and recruiters thus inadvertently fail to uphold organisations' non-discriminatory policies and procedures that are based on the national *Fair Work Act* (2009).

In recent decades, Australian immigrants have been largely subject to a skills-based points system that favours those with higher levels of human capital; some argue that such immigrants should enjoy faster rates of labour market assimilation in the host country (Chiswick and Miller, 2008, 2009). Australian

data provide empirical evidence to support this view for the case of English-speaking background (ESB) immigrants, who, relative to non-English speaking background (NESB) immigrants, also enjoy greater cultural proximity to Australian labour market organisations (Breunig *et al.*, 2013). There is also evidence of labour market assimilation for NESB immigrants, often attributed to their relatively high levels of human capital (Green *et al.*, 2007). This is despite the societal, cultural and economic impediments and challenges many experience upon arrival, as identified in the earlier discussion on immigrants from primary and secondary sectors in the labour force. Their assimilation into the workplace though, tends to occur more slowly, highlighting the role of cultural distance in impeding labour market integration. This is possibly due to immigrants having fewer Australian-ready skill sets, such as interview preparation, interview skills, communication which leads employers to prefer to employ the native-born (Fleming, Kifle, & Kler, 2016b).

As indicated in the job candidate's interviews, human resource professionals and recruiters can negatively impact labour market patterns in Western Sydney. Labour Market Segmentation theory indicates the influence of organisations on labour market patterns. Given this, it is projected that diversity management practices at an organisational level would affect the labour market patterns such as opportunities for qualified immigrant job candidates. These factors significantly influence human resource managers' decision-making processes; they can also affect the selection of the potential employees of the organisation. An organisation's survival can depend on the knowledge, skills and inclination of their Human Resource professionals to maximise productivity and gain a competitive advantage. Whilst the diversity management literature acknowledges that it can be challenging to integrate a group of diverse individuals into a functioning organisation, it can also be the driver of organisational growth.

It is crucial for Human Resource Managers to adopt policies and practices that recognise and value human and social capital. The value of highly proficient human resources can be viewed as human resource advantage. There are two aspects of human resource advantage. The first one is 'human capital advantage', which appears when organisations select and appreciate a highly capable workforce to attain competitive advantage. The second dimension of human resource advantage is 'social capital advantage' which occurs in those organisations that have established efficient approaches for the

human capital to participate in collaborative activities (P. Boxall & Purcell, 2011). In these organisations, qualified CALD candidates might play a vital role in enhancing the organisation's culture and promoting to its success.

Conclusion

This chapter has discussed the key themes analysed from the interviews regarding the job candidates' barriers to employment. The key themes included employers' attitudes towards international work experience and overvaluing the Australian work experience; these were discussed within best practice theory and a resource-based view. Diversity management theory was utilised to elaborate how job candidates could use networking and communicating to build and find employment opportunities. Another important theme was the impact of first impressions —of foreignness —on potential employers, including appearance, physical characteristics, non-Anglo names and accented spoken English. These traits were discussed in relation to 'lookism' theory with the phenomena of 'soundism' (that is, having an accent when speaking English) being posited as a further barrier to qualified CALD job applicants being successfully employed. The influence of ineffective human resource professionals and recruiters was also discussed in relation to human capital, diversity management, and labour market segmentation theory.

An issue thrown up by the findings discussed here includes whether the source of the barriers mostly lies with the CALD candidates themselves, as a supply of labour in a competitive market, or whether the barriers are an artefact of a lack of organisational or professional commitment to hiring a diverse workforce or if they maybe the result from a lack of effective human resource management and over-reliance on recruitment agencies. Given that the discussion in this chapter relies on the reports of a limited number of job candidates themselves, this issue will be further considered through the examination of views of two diversity experts (Chapter 5) and of policy and practice at two employing organisations (Chapter 6). The next chapter reports on interviews with diversity experts.

Chapter 5: Findings and Discussion – “Diversity Experts”

Introduction

This chapter explains the views of two diversity experts, both of whom have been advocates for equal employment opportunities and diversity management, on the barriers that face qualified CALD migrants in finding employment in Australia. The first diversity expert interviewed was the Chief Executive Officer of a NSW government agency. The CEO migrated to Australia in 1970. The CEO had many years of experience on Committees and Boards concerned with cultural diversity and race discrimination. The second diversity expert interviewed was the head of a research and consultancy firm. The Consultant has been involved with diversity and social inclusion among refugees for a number of years. His interest in the management of CALD individuals was motivated by being a child migrant upon arrival in Australia. The following section, ‘Findings’ identifies the barriers CALD job candidates encounter. This is followed by an elaboration of these barriers and the diversity experts’ advice on negating these barriers. The barriers and the means to address them are discussed in the second half of the chapter. The findings from the two diversity experts point to barriers on both the supply side and the demand side but there were differences in advice about negating barriers.

Findings

The transcript from the interview with the CEO (which lasted one hour) was reviewed for findings particularly concerning barriers to recruitment and selection of CALD job candidates. The CEO reported that his interest in the issues affecting CALD applicants was motivated by “the multicultural structure of NSW society, and the undeniable fact that all we do is deal with cultural diversity” (CEO. pers. comm., March 2, 2017). He believed that Sydney was one of the fastest growing multicultural cities of the world.

Four barriers were identified: language; cultural differences/distance; cultural competencies; and cultural biases or blindness (CEO. pers. comm., March 2, 2017).

The first identified barrier was the language (that is, the applicants first language is one other than English), which is very common particularly among first-generation migrants. As the CEO asserted, qualified migrants’ capacity for obtaining work was hugely impacted by their language capacity, this

included speaking English with an accent. As defined in the previous chapter, it may encompass the recruiters' perceptions that a qualified applicant with a language other than English will communicate less well than English as first language which can affect the applicant's chances to find employment negatively.

The second barrier identified by the CEO was cultural differences, which relates to having knowledge of how things work in the new environment. The CEO stated that 'for instance, commute from A to B and how to apply for jobs and these sort of assimilations and adjustments to the current environment are the challenges for newly arrived migrants' (CEO. pers. comm., March 2, 2017).

This diversity expert stated that the third barrier was cultural competency of the organisation. This requires the leaders to remove any cultural and unconscious biases from decisions about staff recruitment and selection. The creation of cultural competency requires leaders to motivate employees (particularly human resource professionals and recruiters) to develop their knowledge of the characteristics, experiences, beliefs, values, and norms of the diverse cultures. The CEO stated that the fourth barrier was cultural biases or blindness. As the CEO elaborated, some government pilot programs have removed the name of the applicant to reduce any potential prejudice towards candidates; therefore, candidates are presented on a more equitable playing field and recruiters and human resource professionals cannot prejudge them before seeing them in person (CEO. pers. comm., March 2, 2017). The CEO reported that having selection panels of four people from diverse backgrounds was also helpful to break unconscious biases and to maximise a panel's capacity to address them (CEO. pers. comm., March 2, 2017).

These findings had some consistencies with the other diversity expert interviewed (the Consultant), which found that recruitment and selection panels influence streaming job candidates into jobs. The Consultant asserted that the "recruitment and selection process itself is inherently biased; for instance, Chinese employ Chinese, therefore, we get to this point that organisations need to value diversity and promote policies of non-bullying and inclusiveness" (Consultant. pers. comm., May 12, 2017). The Consultant explained that "For instance, [withheld]... Hospital is a good example of the successful implementation of blind applications. [It] has a very diverse and successful workforce and it is well-

equipped to manage this wide diversity” (Consultant. pers. comm., May 12, 2017). The Consultant added that “organisations need to value diversity so that diversity starts to become invisible” (Consultant. pers. comm., May 12, 2017). These suggestions corroborate the ideas of the CEO, who explained that the cultural biases barrier is triggered by a lack of awareness among the public or through individuals’ ignorance. The CEO reported that government as an employer should play a key role in minimising these biases (CEO. pers. comm., March 2, 2017). To paraphrase this diversity expert, every job candidate should be considered when recruiters or human resource professionals undertake recruitment and selection and strategic planning; they need to understand that Western Sydney society is very culturally diverse, therefore, recruiters need to ‘wear the diversity lens’; this lens enables the ‘wearer’ to see beyond the applicants cultural and linguistic background to the skills and experiences he/she may bring to the workplace. He further argued that accepting newly arrived migrants and recruiting and selecting CALD candidates should happen naturally as they have competencies and capabilities they bring with them; these include valuable cultural and employment experiences.

The fundamental challenge according to the CEO, is to “normalise diversity”; this means being from a non-Anglo background should not affect the CALD applicant’s chances of finding a job. This diversity expert asserted that improvements in diversity and social inclusion are interrelated matters: social inclusion was about giving people opportunities and access to services without regard for their ancestral and cultural background. He explained that “becoming colour blind” to ancestral, linguistic and religious backgrounds is a “fair proposition” for “Western Sydney social and regional development” (CEO. pers. comm., March 2, 2017).

The social inclusion he envisaged related to “individuals working together with a common cause and that common cause is social cohesion - people getting other people involved and feeling welcomed in the workplace and society” (CEO. pers. comm., March 2, 2017). This was important as the CEO argued that multicultural principles are a core part of Australian regulating the employment relationship including the *Fair Work Act 2009* (*Fair Work Act, 2009*).

These results further support the idea of the ‘fair recruitment and selection policies and practices’. In this regard, the Consultant asserted that “we need to build up the principles including the notion of fairness, support, equity, and access; they all should become the principles and policies and once we

establish them we will be looking at fair recruitment” (Consultant. pers. comm., May 12, 2017). These findings confirm the association between fair recruitment and selection policies and practices and consideration of EEO. The Consultant stated that “with the consideration of EEO, there has been a move away from relationship employment where a factory would recruit friends and families of those working in the factory, so we started moving along this line of an objective framework” (Consultant. pers. comm., May 12, 2017).

One of the interesting findings from the interview with the Consultant identifies the sensitivity and sensibility of the employer to understand diversity and to implement the appropriate tactics rather than just saying that diversity is a value for organisations. The Consultant stated:

A practical example is to place a job ad in the Star Observer website particularly for gay and lesbians - by doing that, we've taken a principle, in terms of broadening the potential, and our tactics are actually delivered, the great value of diversity. It's important to understand that we should deal with diversity as a concept rather than a segmented to ethnicity or gender; this is where we start moving into social inclusion (Consultant. pers. comm., May 12, 2017).

The transcript from the interview with the Consultant (which lasted almost two hours) was revised for findings, particularly regarding barriers to recruitment and selection of CALD job applicants. Four main barriers were identified: being the first-generation immigrant; lack of applicant's knowledge and understanding of the recruitment and selection process; absence of pre-recruitment skill set and preparation; and lack of applicant's confidence. The first acknowledged barrier, being a first-generation migrant, includes many challenges such as the language barrier and difficulties of adaptation to the new society and culture. The Consultant emphasised that “first generation qualified migrants are removed from the process because they don't understand the process” (Consultant. pers. comm., May 12, 2017). As the stakeholder asserted, the second barrier is being unaware of where organisations are recruiting from, where they are placing their job ads, knowledge of where recruiting takes place and how to find out about employment opportunities. The Consultant added that “For example any national job will go into *The Australian* and the *Financial Review*, they won't be placed in *Sydney Morning Herald* (SMH) unless they are really big jobs; hence, most likely the first-generation migrants would not be aware of this example at their arrival in Australia” (Consultant. pers. comm., May 12, 2017). The Consultant

alluded to the notion of a pre-recruitment skill set and an understanding of the recruitment and selection process. The Consultant stated:

For example, how do you compose your letter of application, what is your statement against the criteria and which criteria are more essential and desirable to be addressed in your application; because the recruiters basically are going to tick those criteria that would have been required and desired in your letter and being able to anticipate the types of questions in the interview (Consultant. pers. comm., May 12, 2017).

Furthermore, the Consultant indicated:

Job applicants need a simple cover letter which indicates their interest in the position, a statement as an addition which addresses the criteria, and then a short CV which allows the assessor to get a broader sense of who they are. That is knowledge and skill how to put application and then if job applicants are successful, then it's very important how they go in the interview: how they dress, their expectations, the ability to come across as confident but not arrogant, as confident and not lacking in any part, the ability to predict what people are looking for; and doing a pre-recruitment consideration: what does the company look like, what people tend to be employed there. All job candidates must do is [to] look at the company website; for example, I've had a look at a company which someone suggested, the personnel were all look similar, not to say anything negative about them, but there were not diverse at all. Therefore, I'm already against something. That process is really important in terms of recruitment. In selection level which is very interesting, so many people, are prepared to accept the position below their qualification; that can sometimes work against them as well because the employer would say we will hire you now but as soon as you get the experience you will leave the us because you are too well qualified (Consultant. pers. comm., May 12, 2017).

This diversity expert argued:

Recruitment and selection process of qualified CALD candidates needs a lot of advocacy; that is, looking at vulnerable workers generally, and clearly the stuff around the job networks and their role and how they actually work to equip people. There is no loading given to people from non-English speaking background. There are some structural issues, which are problematic. One of the structural issues is that people's recognition of their qualifications overseas takes forever, very hard. Advertising jobs internally is not fair to others, which is another big issue (Consultant. pers. comm., May 12, 2017).

The first interviewee ('the CEO') argued that commitment and improvements to diversity management on the demand side was required, while the second interviewee ('the Consultant') placed more emphasis on the supply side and the importance of the job candidates being better prepared for the recruitment and selection process.

In comparison with the CEO, the Consultant placed more emphasis on the principles of Equal Employment Opportunity (EEO). His view is that 'EEO has been so effective, there has been a move away from a relationship employment where a factory would only recruit friends and families of those

working in the factory, so we are moving to more objective framework'. The Consultant asserted that "the problem with EEO is that, the process is indeed on the system and called itself the EEO, whereas the reality is there are set of learned behaviour and experiences which need to be fulfilled". To the supply side or job applicants, the Consultant added that "the first instance is understanding of being a part of the audience which would receive information about employment opportunities, where are they, are they in the newspaper I'm reading, is it in my local context, is it on the board somewhere, so how do I access that information" (Consultant. pers. comm., May 12, 2017). The Consultant continued:

Then the real issue takes place that there is a code that we talk about and we call it EEO, but there has become a practice code which says, if you want to get into interview, what you have to do is actually being able to write a letter including the criteria that would have been essential and desirable; by addressing the criteria in your letter, you actually get enough ticks to get into the job interview (Consultant. pers. comm., May 12, 2017).

Moreover, it was suggested by the Consultant that a boundary ceiling or glass ceiling exists among applicants from a minority background and therefore the invisible barriers will lead them to consider other types of employment, such as utilising their skills in establishing their own small business as entrepreneurs often to serve their own communities (Consultant. pers. comm., May 12, 2017).

Discussion

Both diversity experts identified many barriers to the recruitment and selection of CALD job candidates; barriers that were in line with many findings in the managing diversity literature. For example, the issue of CALD applicants having a language barrier is consistent with data obtained in the study by Fleming *et al.*, (2016) implemented on non-English speaking background individuals who were found to be the least likely to adjust over time in Australia, both in the workplace and society. The results seem to be consistent with other research which found the need for policies to better integrate immigrants from more diverse cultures and societies into the Australian labour market (Fleming *et al.*, 2016b). The point about the significance of the language barrier around attaining desired employment made by the CEO resonates with Green *et al.*, (2007).

Prior studies have noted the role of cultural distance in impeding labour market assimilation into the workplace. This is possibly due to immigrants having fewer Australian-ready skill sets, such as interview

preparation, interview skills and communication which leads employers to prefer to employ the native-born (Fleming et al., 2016b).

As mentioned in the literature review regarding cultural competencies in organisations, diversity management policies and practices significantly influence human resource professionals' decision-making processes; they can also affect the selection of the potential employees of the organisation. An organisation's success can depend on the knowledge, skills and inclination of its human resource professionals function to increasing productivity and reaching a competitive advantage. While it can be challenging to combine a group of individuals into a functioning organisation, it can be the driver of organisational growth and progress. It is essential for human resource professionals to adopt policies and practices to optimise the organisation's human and social capital for success in the economic domain (that is, cost efficient production and human capital advantage) and in the socio-political domain (that is, to have stakeholder support and decision-making autonomy in continuing to access society's resources) (P. Boxall & Purcell, 2016). This study's questions around barriers utilising some human resources relates to organisations potentially underperforming in terms of having the most capable human resources to achieve a 'human resource advantage' (P. Boxall & Purcell, 2016). There are two dimensions to human resource advantage: the first is 'human capital advantage', which appears when organisations select and efficiently utilise a more highly skilled and adaptable workforce than their competitors. The diversity experts interviewed for this study were advocates of reducing barriers to recruitment and selection of CALD job candidates could provide a competitive advantage, especially for organisations operating in Western Sydney. The second dimension of human resource advantage is 'social capital advantage' which accrues to those organisations which have established legitimate approaches for the human capital to participate in collaborative activities, which leads to social inclusion (P. Boxall & Purcell, 2016).

Furthermore, Boxall *et al.*, (2007) interrogate EEO and the management of diversity. While they emphasise that these concepts are socially constructed, they claim, drawing on individuals experience and perspectives, that we should focus on some 'best practices' in recruitment and selection and that the challenge for employers is to move beyond legal compliance to create more inclusive workplaces.

They indicate that recruitment strategy is still less well-developed area. They explained further that 'how organisations recruit, implies that hiring practices vary based on labour market conditions, on what other employers are doing, and on industry factors such as capital intensity (P. F. Boxall, Purcell, & Wright, 2007). These findings corroborate the ideas of Burgess *et al.*, (2009), who suggested that review reveals very little evidence for 'best practice takeaways' in the research on recruitment strategy and underlines the need for theoretical and methodological development (Burgess *et al.*, 2009).

Conclusion

Both diversity experts identified significant barriers to recruitment and selection of CALD job candidates; these barriers were regarded as to the detriment of organisations and limiting the economic and social development of the Western Sydney region. The interviewees were chosen for their many years of work in the diversity field, but their insights appeared to build on their personal experiences of being a first-generation immigrant from a language-background other than English. This section explained the experts' views on the existing barriers for qualified CALD migrants in finding employment in Australia. The identified barriers were associated with the wide literature review that has been discussed earlier. With respect to the research question, it was found language barriers, cultural distance, cultural competencies, and cultural biases are the most common barriers for qualified CALD candidates to find employment in Western Sydney. There are more barriers, particularly in recruitment and selection that were mentioned by the Consultant, including knowledge of recruitment and selection process, pre-recruitment preparation and skills, physical appearance in the interview (such as appropriate and formal attire), and confidence. As a result, the interviews with the diversity experts were successful, as they were able to identify the key barriers and how to negate these barriers.

Despite much common ground, there were competing perspectives on the source of barriers and therefore in terms of how they should be negated. A comparison of the two interviews reveals that the NSW Government Agency CEO saw the barriers on the demand side (the organisation side), hence the organisations need to change their recruitment and selection strategies. A good example that was mentioned was having diversity on the organisation's panel (for example a mix of men and women, of different ages and cultural backgrounds). By contrast, the Consultant believes the barriers were more on the supply side or the applicants. The Consultant sees a need for negating the barriers through

action by the job candidates themselves, who need to ascertain what they can do to overcome the employment challenges through better preparation for job interviews and developing their pre-recruitment skills. Given the conceptual consideration of the nature of labour markets in Chapter two, it is unsurprising that addressing a labour market issue would require action on both the demand-side and the supply-side of the labour market. A consideration may be to what extent organisations hoping to achieve human and social capital advantage might consider it worthwhile to provide education and support to CALD job candidates more so than they might provide to non-CALD candidates as well as altering their own recruitment and selection policies and practices. An alternative supply-side approach could point to a role for government or community organisations to assist CALD job seekers.

The following chapter present organisational case studies. The findings from those case studies will be considered relative to the literature but also to the information about barriers, and addressing those barriers, identified from the diversity experts presented in this chapter.

Chapter 6: Findings and Discussion – Case Study Organisations: “Big Bank” and “Sydney Disabilities Services”

Introduction

This chapter discusses the findings of the two case studies on “Big Bank” and “Sydney Disabilities Services”; these pseudonyms are used to prevent identification of the organisation. It discusses the case study findings in terms of how they relate to the organisations’ targets and commitment to recruiting and selecting a qualified, and diverse workforce. The potential of the findings is identified and discussed further in the concluding chapter (Chapter Seven).

Big Bank Case Study

This section opens with an overview of Big Bank and its recruitment and selection policies and procedures, as based on a documentary analysis of Big Bank’s Diversity Policy, Diversity and Inclusion Strategy, policies directly associated with the Big Bank’s approach to recruiting a CALD workforce, and its *Annual Report*. The *Annual Report* was utilised mostly to establish the organisational context. This analysis is supplemented with data from an interview with Big Bank’s Head of Diversity (Big Bank, 2017).

Introducing Big Bank

Big Bank is an Australian global bank with operations in Asia, the United States, the United Kingdom, New Zealand, and Fiji. Big Bank provides a number of financial services such as retail banking, business and institutional banking, superannuation, financial planning and insurance. Big Bank’s headquarters is in central Sydney, Australia but it has substantial operations in Western Sydney (Big Bank, 2017). Nationally, it has more than 1,000 branches and around 50,000 employees. It is highly profitable (Big Bank, 2017).

Employees at the bank are represented by the Finance Sector Union and covered by an enterprise agreement. In regards to the CALD job candidates, Big Bank’s enterprise agreement (2014) explains that it is the intention of the parties to respect and value the diversity of the workforce by helping to prevent and eliminate discrimination on the basis of race, colour, sex, sexual preference, age, physical

or mental disability, marital status, family responsibilities, pregnancy, religion, political opinion, national extraction or social origin; any different treatment (or treatment having different effects) which is specifically exempted under the Commonwealth anti-discrimination legislation (Big Bank Group Enterprise Agreement, 2014).

Diversity Policies and programs of Big Bank

Big Bank is an active member of Diversity Council Australia (DCA) and actively involved in DCA's research and advocacy such as promoting diversity and inclusion in the workplace. Big Bank has a broad range of employment-related policies and programs including a Diversity Policy, Diversity and Inclusion Strategy, Reconciliation Action plan (focused on Indigenous Australians), and Accessibility and Inclusion plan (regarding job candidates with disabilities).

CALD Policy and Reporting

According to the Big Bank's *Annual Report* (2017), "We are committed to leveraging the diverse backgrounds, experiences, and perspectives of employees to provide excellent customer service to an equally diverse community" (Big Bank, 2017). The documents indicate a diverse workforce is the objective within Big Bank's human resource management strategy. The *Annual Report* asserts that having a workforce that mirrors the communities it serves will improve the quality of the decisions and improve the engagement with customers (Big Bank, 2017).

The *Annual Report* indicates that the Big Bank sees a close connection between a diverse workforce and strategic human resource management challenges. Skill shortages are noted as a key issue and diversity management and investing in its 'value proposition' for employees are objectives. A reported focus is people's capability and finding better ways to operate and meet its customer needs (Big Bank, 2017). In 2015, the Executive Committee committed to match the cultural diversity of the Bank's senior leaders to the cultural diversity of the Australian population by 2020. A Cultural Diversity Index (CDI) was developed to measure the cultural diversity of its leadership using a modified Herfindahl-Hirschman Index methodology (Big Bank, 2017) (The Herfindahl-Hirschman index, better known as the Herfindahl index, is a statistical measure of concentration (Rhoades, 1993)). The *Annual Report* identifies 50% of the bank's workforce were born in Australia, 40% identified as individuals who were

born overseas (come from a cultural background other than Australian) and 10% chose not to respond. This is ahead of the pattern for the Australian population; the Australian Bureau of Statistics (2017) shows over 25% of Australian were born overseas.

The bank's commitment to CALD in the Annual Report is reflected in its policy documents. The Diversity Policy (2011) reiterates the value of diversity: "The Big Bank group recognises that its employees need to reflect its customers and local communities. Big Bank understands that building a diverse and inclusive workforce will result in better service for its customers and return to its shareholders" (Big Bank, 2011). This is exemplified by the bank's Diversity Council, made up of senior executive from across the bank, that establishes measurable objectives. This commitment reflects De Cieri and Kramar's (2005) observation that the most engaged employees are those working in an open, fair, and diverse environment.

The bank's *Workplace Conduct (Equal Employment Opportunity) Policy*, asserts the bank is committed to eliminate all forms of unlawful discrimination, unlawful harassment, bullying, and victimisation of persons in the workplace. The policy is an important part of Big Bank's legal compliance and authentic commitment to maintaining a safe and accepting workplace. The bank's *Appointment to Role Policy* reflects its commitment to ensure a merit-based appointment process, "It is essential that capable and diverse employees are attracted, retained, and deployed in roles that maximise their contribution and potential" (Big Bank, 2017). This commitment ensures Big Bank can access the broadcast pool of diverse candidates and thereby enrich the human capital of its workforce.

Big Bank's *Diversity and Inclusion Strategy* identifies strategic priorities that are further defined under the *Talent Management Policy* as Enable, Unity, Mosaic, AdvantAGE, Women Can, and Reconciliation programs. Each has a focus: Enable for disability, Unity for LGBTI and Mosaic for culture. Women Can focuses on developing female leadership talent; this had been the primary focus for Big Bank in the last few years including giving them career advice, coaching, training, and facilitating career opportunities. There are also specific programs for members of Australia's First Peoples' communities such as internships and an internal graduate program. The success of these strategies was evaluated by using the HHI (Herfindahl–Hirschman Index) to measure of the degree of cultural diversity at the bank

compared to the whole of Australia. It was identified that while Big Bank is very culturally diverse as a collective, it is less culturally diverse in its senior roles.

As stated in the bank's *Diversity and Inclusion Strategy*, all employees need to feel valued and respected to be able to do their best to deliver the bank's vision (Big Bank, 2017). It also strives to create an inclusive culture where everyone belongs because of their uniqueness – a place where 'You Can Be You' to do your best and achieve the organisation's vision (Big Bank, 2017). Big Bank's 'You Can Be You' strategy embraces the values of individuality, needs, different perspectives and ambition of its workforce regardless of gender, age, cultural identity, sexual orientation or disability. Big Bank promotes its designation by the Workplace Gender Equality Agency as an Employer of Choice and asserts it is an authentic leader of diversity and inclusion (Big Bank, 2017). This is supported by Big Bank being named a Gold employer in the Australian Workplace Equality Index Award and Diversity Leadership Award, recognising its efforts to include employees identified as LGBTI and minority groups (Big Bank, 2017).

Interview Data

Big Bank's Head of diversity explained:

In 2006, we established our Diversity Council, chaired by our CEO. Members include all Executive Committee members. They meet at least quarterly to discuss the diversity strategy and progress toward our objectives. The Group Diversity team develops the Group's approach to diversity, working closely with the Diversity Council, senior leaders, the business, and employees, they implement and manage Group diversity programs and initiatives to support the diversity strategy and objectives. They provide thought leadership on workplace systems, processes, and measurements as well as practices in developing inclusive and sustainable workplace cultures. Additionally, many business areas have dedicated diversity practitioners and committees implementing diversity initiatives specifically to meet their individual business needs (Big Bank. pers. comm., May 28, 2017).

The Head of Diversity explained the central issues sustaining Big Bank's commitment to diversity were using different technologies, promoting unconscious-bias training and continuous analysis of its workforce demographic and cultural makeup including Indigenous Australians, people with disabilities, and minorities (CALD and LGBTI). Part of Big Bank's diversity strategy was explained to be challenging homogeneity in different teams; using different approaches to job ads and job interviews (for example,

digital interviews); offering candidates attraction and engagement tools (for example, specifically-designed Islamic Faith uniforms and flexibility for Muslim's prayers time).

The recruitment and selection process at Big Bank starts with the hiring manager who raises the position. The recruiter receives a brief about the position requirements and specifications in terms of core capabilities; all Big Bank recruiters undergo comprehensive bias training to enable them to reconcile an applicant's specific experiences and qualifications. For instance, a candidate's international work experience is considered as equal to local experience in Australia. The hiring manager is responsible to set requirements and test the application criteria (for instance asking why someone must have a Master degree for this job, etc).

The Head of Diversity explained the Bank has techniques to help write the advertisements and technologies to test for inclusive and open language. For example, because men and women respond to different language, the advertisement will be created to appeal to the desired applicants. Big Bank uses two types of advertisement, generic advertising and specialist targeted advertising. To attract females' applicants, Big Bank advertises on Flex careers because their focus area is women. To recruit indigenous Australians, the advertisement will be placed in Indigenous Employment Australia (IEA). However, Big Bank mostly uses more generic advertising through its own website and on LinkedIn and Seek.com.

Big Bank has a volume recruitment process and a specialist recruitment process. The volume process is used for customer service roles, call center or retail positions. The specialist process is used for human resource, finance, IT and other specialist roles. All candidates are assessed via an online evaluation, which includes personality profiling, and an experiential and digital interview (where applicants receive a link and use technology such as mobile devices to record themselves to answer the questions). In this approach, job candidates can record, rehearse and correct themselves. This approach aims to reduce the stress on applicants, particularly those with English as a second language. Overnight, candidates can record their interview and respond to the questions at their convenience. The digital interview provider is HIREVUE and Big Bank uses it to help minimise the cost and time spent on screening candidates. For specialist recruitment, job candidates submit an application and resume,

and both are assessed against the core criteria for the role. If they pass, applicants are invited to a first and possibly second interview. A comprehensive reference check, police check, or background check is undertaken. The Head of Diversity reported the bank constantly measures and assesses its approaches to recruitment and selection to capture demographic pattern changes, to find out how people perform throughout the process to promote continuous improvement.

In summary, based on the documents and the interview, Big Bank was committed to promoting diversity, aiming to build an inclusive culture, using different technologies to reduce barriers to diversity. These included promoting unconscious-bias training and continuously analysing its workforce demographic and cultural make up with regard to CALD job applicants, women, Indigenous Australians, and people with disabilities to ensure it is achieving its aim of having a workforce that reflects its customers.

Sydney Disabilities Services (SDS) Case Study

This section provides an overview of SDS and its recruitment and selection policies and procedures. The sources used were SDS's Annual Report (2016-17), SDS's Recruitment and Selection Policy, SDS's Recruitment and Selection Procedure, SDS's website, and a recorded interview of thirty minutes with the Chief Executive Officer.

Introducing SDS

SDS is a non-for profit Australian disabilities service provider with operations across New South Wales (NSW) and the Australian Capital Territory (ACT) (SDS, 2017a). SDS provides support to around 13,500 people via more than 100 services and programs, such as:

- Coordination of support
- Everyday life skills and training
- In-home and community support
- Technology and therapy training,
- Vocational skills training and employment.

SDS provides services from 31 sites across metropolitan, regional and rural NSW. The head office is in Parramatta, and it has substantial operations in Western Sydney (SDS, 2017a).

According to SDS *Annual Report* (2016-17), employs over 1000 people (or over 500 full-time equivalent staff) throughout NSW and the ACT. This was an increase of 28% from the previous year, with the majority of these new roles directly supporting clients. Employees at SDS are represented by the Health Services Union and the Australian Services Union and are covered by an enterprise agreement. In regard to the CALD employees, SDS's enterprise agreement (2017) explains:

It is the intention of the parties bound by this Agreement to seek to prevent and eliminate discrimination in the workplace. This includes discrimination on the grounds of race, sex, marital status, disability, homosexuality, transgender identity, age, carer status and responsibilities as a carer (SDS Enterprise Agreement, 2017).

In addition, the SDS's *Annual Report* asserts:

In alignment with our purpose to build an inclusive society, we are an Equal Employment Opportunity advocate. We also ensure compliance with all requirements and obligations in employment legislation, including the Fair Work Act, Anti-discrimination Act and Human Rights and Equal Opportunity Commission Act (SDS, 2017b).

Diversity Policies and programs of SDS

SDS has a broad range of employment-related policies and programs for CALD job candidates including:

- Diversity policy
- Inclusive Workplace Strategy
- Supporting Aboriginals and Torres Strait Islanders Project
- Diversity in Disability Project
- Vocational Skills Training and Employment

CALD Policy and Reporting

The data reported here is limited to provisions directly associated with SDS's approach to recruiting a CALD migrant workforce. The issue of barriers that can face CALD job candidates in finding employment for which they are qualified were addressed during the interview with the CEO, as reported below:

SDS's *Annual Report* asserts:

SDS is committed to employing a large number of employees from culturally and linguistically diverse backgrounds, matching the diversity of its client base and providing excellent customer service to an equally diverse community.

The report records SDS's "Diversity in Disability" project received the 'Excellence in Promoting Cultural Competency' award from the NSW Disability Industry Innovation Awards (2017). The "Diversity in Disability" project was asserted to be a key driver in the development of the Cultural Diversity Competency Framework however the percentage of the CALD workforce or whether it is increasing was not identified.

SDS' *Annual Report* states:

This is an important initiative building the capacity of the disability sector to work with a diverse workforce and client population in the transition to the National Disability Insurance Scheme (NDIS). The framework is an adaptable and sustainable methodology that can meet the needs and preferences of culturally and linguistically diverse people with disability, their families, and carers, as well as service providers. Supporting tools developed alongside the framework include video case studies, self-reflection questionnaires, and self-assessment elements (SDS, 2017b).

SDS's Annual Report emphasises SDS is preparing for significant growth in CALD staff numbers; it claims that the focus will be streamlining its recruitment procedures and continuing to improve its learning and development programs to maintain a high standard of service delivery and customer support. SDS aims to continue improve its organisational culture and develop team members' skills and knowledge, through job-specific training, so its customers can be supported to achieve their goals (SDS, 2017b).

The Annual Report explains that SDS values the effectiveness of a diverse workforce and improving diversity management. Similarly to Big Bank, SDS believes that having a workforce that reflects the communities they serve will enhance corporate decisions and client engagement. SDS reports its focus is on promoting individual's competencies to operate and meet clients' needs. In alignment with SDS Inclusive Workplace Strategy to build an inclusive society, the SDS Annual Report (2016-17) indicates in 2016, a larger number of CALD employees and volunteers from were employed to better reflect the diversity of its client base (SDS, 2017b).

Specific SDS policies commit to supporting Aboriginal and Torres Strait Islander job applicants, team members, and customers; as the *Annual Report* (2016-17) asserts:

SDS recognises the Reconciliation Action Plan 2016–2019 acknowledging and respecting Aboriginal and Torres Strait Islander people with disability, their families, employees and community members from these backgrounds is a key factor in ensuring SDS is a welcoming, appropriate and culturally competent organisation (SDS, 2017b).

The *Recruitment and Selection Policy* of SDS identifies the General Manager-People and Culture as responsible for maintaining the diversity policy, its related procedures and associated documents.

With regard to the interactions between managing diversity and human resource management, potential job candidates were advised:

SDS continues to offer flexible working practices and a number of other employee benefits to attract and retain staff. SDS also provides access to learning and development programs to their team members, so they can develop and nurture their professional skills (SDS, 2017b).

SDS, like Big Bank, has a *Talent Management Policy* which is directed towards acquiring, hiring and retaining talented employees. It strives to achieve its business objectives through a merit-based appointment process; it is therefore essential that skilled and diverse employees are attracted, retained, and deployed in roles that recognise and enhance their potential. As indicated in this policy, a fair process for recruitment and selection was “vital to guarantee that SDS can access the wide pool of diverse applicants, in keeping with its commitment to the merit-based appointment” (SDS, 2015). Practices for talent management included study leave, mentoring programs, and 360-degree feedback to employees, aimed at improving their skills. However, no specific practices for CALD employees were identified in the Talent Management Policy.

Interview data

The CEO of SDS reiterated SDS’s commitment to diversity practices, as evident is their policies (SDS. pers. comm., March 15, 2017) with strategies echoing those of Big Bank. The CEO explained, “SDS is targeting and prioritising applicants with multi-language skills and abilities to work for SDS in the areas of their interests and qualifications” (SDS. pers. comm., March 15, 2017). The CEO’s attitudes was that “Not everyone has to be able to do everything perfectly, we assign our team members to their preferences” (SDS. pers. comm., March 15, 2017).

The recruitment and selection process was described as starting with creating the position description and evaluating the job; assessing the labour market evaluation of the pay; placement of a generic job advertisement (usually on SDS Website, or Seek.com). Recruitment agencies were used for the relatively senior positions. SDS also used professional journals to advertise and fill vacancies for its professional roles including Occupational Therapist, Behavioural Therapist, and Physiotherapist. One particular measure aimed at encouraging CALD candidates to apply was using noticeboards in community centres and libraries in major centres in the Western Sydney region advising of particular job opportunities with some advertising was in Arabic rather than English.

The CEO described:

All SDS hiring managers and human resource professionals are trained in non-discriminatory processes which enables them to prioritise an applicant's specific experiences and qualifications (not to be unconsciously biased). For example, an applicant's international work experience is counted as equivalent to local experience in Australia. Furthermore, SDS provides the policy and framework for how SDS works with culturally and linguistically diverse communities and customers to deliver services that are culturally respectful and appropriate (SDS. pers. comm., March 15, 2017).

Selection tests included an online evaluation, personality profiling, phone interviews, and face-to-face individual or group interviews. The CEO described practices varied depending on the candidate. Some candidates (particularly Aboriginal and Torres Strait Islander peoples and CALD minorities) were invited to a group interview. The CEO asserted:

Some people simply don't like the normal way of recruitment, so we would not do it just over the phone interview, we wouldn't rely so much on the paper application, then we'll bring people into face to face groups, then have a look and see how they go there. That has worked very well for us and for those sorts of people who are good workers but not so good at applications forms and paper (SDS. pers. comm., March 15, 2017).

The CEO explained that SDS attempts to reflect diversity competency in selection tools during the interviews by asking about the applicant's diversity competency; "Tell us about your experience when you worked with a co-worker or a client whose cultural background was different to yours" (SDS. pers. comm., March 15, 2017).

In regard to encouraging CALD applicants to apply for positions, the CEO explained:

We are 60% short in skilled workers specifically in Western Sydney; we work with Western Sydney's job centres with their big pool of CALD candidates. We go there,

and we tell them that we have these sorts of jobs that we like to fill, and we work together then. Technology always makes it easier to find and match our workers with our clients, particularly with multilingual skills (SDS. pers. comm., March 15, 2017).

SDS also implements a *Continuous Improvement Policy* which includes assessing its approaches to recruitment and selection to capture the demographic changes and to find out how individuals perform in the process. SDS' recruitment process was also claimed to work in favour of women due to its gender equity policies. The CEO of SDS indicated:

We also employ on people's positive attitude and self-confidence, not only their skills, so if they like to grow and learn, then we will support and train them (SDS. pers. comm., March 15, 2017).

Discussion

This section discusses the dominant themes from the two case studies in terms of identifying how barriers to recruitment and selection CALD job candidates may be addressed, relative to the managing diversity literature. Consideration is also given to the attitudes and practices emphasised by the diversity experts around the effectiveness of enhancing diversity management via the demand or the supply-side of the labour market and to future policy directions and practices to sustain organisations' recruitment and diversity policies and practices. The discussion of the findings asserts the recruitment and selection policies and practices of Big Bank and SDS are consistent with the managing diversity literature. Both substantially address barriers to recruitment and selection identified in the findings from CALD job candidates' interviews.

Key Themes in the data

A major finding around how an organisation can reduce barriers to hiring CALD job candidates was the leaders' commitments to diversity management – this is arguably the vital component of every organisations' approach to attracting and recruiting CALD employees. It reflects that managing diversity is not only the responsibility of human resource departments but also the organisations' leaders commitment to support, promote and implement it. Senior decision makers are part of diversity management plans and their evaluation. The Diversity Council Australia also can assist organisations in their initiatives to recruit and manage a diverse workforce.

The data indicates that both Big Bank and SDS are committed to diversity management policies and practices. The Inclusive Culture and Talent Management policies attempt to empower diverse

individuals to find employment in both organisations. For example, the talent management policy guarantees a job interview for applicants with a disability in both organisations. As described above in the findings section, both organisations had practical strategies to support the recruitment and selection of qualified CALD candidates. For example, in job advertisements, Big Bank and SDS include a statement that encourages CALD applicants to apply. This shows their commitment to achieving a diverse workforce.

These policies and practices simplify the process of finding employment for CALD applicants. However, SDS prioritises applicants with a disability over CALD candidates. This may be because SDS is a disability organisation which offers services to individuals with disabilities. The findings indicate that SDS are actively pursuing greater diversity within their workforce to enhance their service delivery to their population. This resonates with the wider literature, as discussed in Chapter 2, with a culturally diversity workforce adding value to the organisation; it enhances the productivity and provides organisations with diverse experience, knowledge, and qualities that are beneficial for organisations with an orientation towards growth (Dickie & Soldan, 2008). For example, diverse employees utilising their talents, skills, and experiences creates innovation and grows a wider talent pool. Moreover, diversity in the workplace can improve employee performance and diverse language skills may open doors for a business (Barak, 2016). This is in line with the 'productive diversity' and 'valuing diversity' concepts. 'Productive diversity', as discussed in the literature review (Chapter 2), is based on a human capital theory approach, and 'valuing diversity', is based on a human resource/organisational development approach (Burgess *et al*, 2009).

Big Bank's recruitment policies and strategies are in line with both productive diversity and valuing diversity. Big Bank's proactive approach to employ a diverse workforce recognises its workforce is an important asset to the organisation and essential to secure the trust of diverse stakeholders. As explained in the findings section above, Big Bank strives to be an employer of choice, and is fully committed to improving the diversity and safety of their employees and offering the best services possible to their wide customer base.

Both case study organisations show a commitment to minimise the negative experiences of CALD and other minority job candidates' interview experiences. Big Bank utilises a digital interview as the initial step of their recruitment and selection process. With this approach, the Inclusive Culture Policy is put into practice to minimise the barriers that CALD job candidates can encounter. As indicated in the literature review (Chapter 2), this helps eliminate any negative perceptions and helps minimise the influence of human resource professionals and recruiters not to judge the applicants based on 'lookism, and accents, 'soundism', as discussed in detail both under the theme of 'foreignness' (Chapter 4) (Warhurst, Van den Broek, Hall, & Nickson, 2012). Furthermore, SDS conducts group interviews for Australia's First People and CALD candidates to reduce stress and promote a sense of inclusion in the recruitment and selection process. This also aims to enable the candidates to utilise their skills and core competencies in a team. The group interview seeks to minimise any bias and recruiters can select the candidates based on their demonstrated practical skills (Patty, 2016).

Another important theme drawn from the data is 'challenging homogeneity'. Both Big Bank and SDS analyse its cultural makeup across different teams. To challenge homogeneity, Big Bank utilises different technologies, such as unconscious-bias training, continuous analysis of the effectiveness of its different approaches of job ads and job interviews (e.g. Digital interviews) and implementing the HHI (Herfindahl–Hirschman Index) measure of cultural diversity. This is in agreement with the concept of maximising innovations and creativity through recruiting a diverse workforce (Bassett-Jones, 2005).

An important barrier that job candidates identified was recruiters discounting overseas experience. By contrast, Big Bank and SDS recognise and value the international experience of CALD applicants; both implement training programs, so recruiters recognise the international work experience of CALD applicants as equal to local work experience. This is in line with Burgess *et al.* (2009) and Strachan *et al.* (2004) who advocate a 'best practice' approach that integrates diversity management with standard human resource management functions such as recruitment and selection procedures. A 'best practice' approach requires organisations to address employment matters within their policies including recruitment procedures and selection criteria for the appointment or engagement of employees. Arguably, employing a specialist to implement strategies and measuring and reporting on progress indicates a commitment to building diversity. Such leadership around diversity management and the

commitment of resources to it is a practical approach to address barriers that CALD job candidates can face (Burgess *et al.*, 2009; Strachan *et al.*, 2004).

Furthermore, as indicated in the findings data earlier, both Big Bank and SDS are committed to employ qualified CALD applicants to utilise the available human capital to minimise skill shortages. A strong relationship between effective recruitment and selection strategies and the supply and demand of labour market is reported in the literature. Labour market segmentation theory points to the impact of institutions on labour market patterns (Peck, 2000). Given this, it is expected that diversity management practice at an organisation level would contribute to labour market patterns such as opportunities for qualified CALD job candidates. That an organisation can successfully take steps to hire more CALD job candidates supports institutional explanations of the labour market such as labour market segmentation theory. This is in contrast to the neo-classical view of labour markets where all qualified job candidates would have equal opportunities for employment (Peck, 2000).

Conclusion

This chapter has discussed the findings of the two case studies on “Big Bank” and “Sydney Disabilities Services”. It has highlighted the organisations’ targets and commitment to recruiting and selecting a qualified, and diverse workforce. Both Big Bank and SDS have a broad range of employment-related policies and programs including a Diversity Policy, Diversity and Inclusion Strategy, and Inclusion plan, Supporting Aboriginals and Torres Strait Islanders Project, Diversity in Disability Project, and Talent Management policies. The case studies of Big Bank’s and SDSs’ recruitment and selection policies and strategies indicate their approaches towards promoting diversity align with recognised best practices. This is tangibly evidenced by the pro-active implementation of their policies and the high percentage of CALD workers across their workforces. The key themes raised in the case studies include inclusive culture, talent management policy, a diverse workplace that reflects cultural and community diversity, and the diversity support approach. Both Big Bank and SDS recognise and values the overseas experience of CALD candidates; both implement training programs including unconscious bias training, so its human resource professionals and managers recognise the international work experience of CALD applicants as equal to local work experience. The potential of these findings in terms of future initiatives to further reduce barriers qualified CALD job applicants face is considered in the following chapter (Chapter Seven).

Chapter 7: Conclusion

Introduction

This chapter summarises the research project. It first reiterates the findings in response to the research questions, research aims, and objectives. It then draws conclusions from the findings and identifies the research limitations and strengths and its contribution in illuminating how existing recruitment and selection policies and practices affect the recruitment and employment of qualified CALD candidates in Western Sydney. The chapter concludes by making recommendations to address the identified barriers in recruiting and selecting CALD job applicants.

Research questions and objectives

The purpose of this study was to identify the barriers that CALD candidates face while seeking employment. This research sought to outline the influence of diversity management policies and practices in the recruitment and selection process of qualified CALD candidates in organisations operating in Western Sydney region to identify why qualified CALD job applicants are often underrepresented in the workforce. To achieve this, eight CALD job seekers were interviewed about their experiences to illuminate how diversity management policy and practices may be enhanced to improve the recruitment of CALD qualified job applicants and better recognise the human capital available within the Western Sydney region.

To achieve the study purpose, the following objectives guided the research:

- To investigate and evaluate recruitment and selection processes of organisations regarding their support for employment of a culturally diverse workforce.
- To identify any barriers to recruitment and selection processes that CALD candidates may encounter.
- To identify and evaluate the benefits of diversity management for organisations.

The key question underlining this research was: “Does a lack of organisational diversity management in Western Sydney impede the recruitment and selection of job candidates from culturally and linguistically diverse backgrounds?” The answer to this question was determined by analysing the role

of human resource professionals, reviewing recruitment and selection procedures, and examining diversity management approaches of two case study organisations including the Big Bank and a Sydney Disability Services, interviewing two diversity experts, and eight CALD job applicants.

An overview of the thesis structure and findings

This study set out to identify the barriers that CALD candidates face when seeking employment. Chapter one identified the research question and provided some background to Australian immigration history and multicultural Australia. Chapter two reviewed pertinent articles in the wider literature review and explored theories relevant to this study. Chapter three detailed the research methodology and the data collection and analysis methods used. Chapters four, five, and six presented the research findings and related them to the wider literature and theories, as discussed in earlier chapters. Themes drawn from the findings represent the critical analysis and comparison and contrasting between the different sources of data.

This study discovered barriers CALD job candidates could face when looking for employment in Western Sydney. These barriers, as identified by the diversity experts were: language barriers, cultural differences/distance, cultural competencies, and cultural biases or blindness. The barriers, drawn from the CALD job candidates' interviews were: lack of local experience in Australia, the impression of being a foreigner or immigrant (language, non-Anglo names, accent, cultural differences, personal appearance), ineffective human resource professionals and recruiters' communication and feedback, and ineffective (internal) job advertisements. These barriers and challenges to CALD job applicants are widely recognised, as identified in Chapter two (Literature Review). Not as widely reported are the strategies CALD job applicants may utilise to circumnavigate the hurdles they encounter. As described earlier, these can include contacting employers directly through Seek.com and LinkedIn and expanding their networks and connections. One diversity expert emphasised the importance of applicants being better prepared by researching the organisation and being informed about how recruitment and selection decisions are made (for example, specifically addressing selection criteria) while the other placed more emphasis on the practices of employers. This is discussed further below.

The review of documents and the interviews with the case study organisations identified they were committed to promoting diversity, gender, cultural and disability equality and to building an inclusive

culture, using different technologies. These included promoting unconscious-bias training, talent management policy, and evaluating the cultural makeup of their workforce such as Indigenous Australians, people with disabilities, and minorities to ensure they were working toward fulfilling their commitments, practices, and outcomes.

Drawing conclusions from the research

This research investigated how human resource management policies, diversity management practices, and candidates' performance during the job interview affected the employer's screening and hiring process. This research explained the merit in researching the recruitment and selection experience of qualified job candidates in the context of knowledge of the policy and practice of organisations in the Western Sydney region. Table 2 shows the barriers and themes drawn from this research and what Governments, Organisations/Recruiters and job applicants can do to address them.

The themes evident in this table are:

- Diversity management can be helpful and enhance and organisations' business and human resource management objectives.
- Good recruitment and selection practices can optimise the available supply of labour.
- Labour market segmentation theory recognises the complexity of the labour market. Paraphrasing Peck (1996), there is no inherent reason for the logic of supply-side dynamics to match the logic of demand side dynamics (Peck, 1996). So, decision makers and organisations need to bring together the supply and demand in a productive way. This promotes more effective investment in human resource management and diversity management and effective recruitment and selection.
- 'Rhetoric versus reality' is an issue.
- Ensuring equity for CALD applicants is a difficult area for legal compliance and unions to effectively address.

Table 2 - Barriers and themes drawn from the research, and recommendations to address them

<u>Stakeholders</u>	<u>Equity experts</u>	<u>Organisations</u>	<u>Job candidates</u>
<u>Barriers</u>			
<u>Absence of local experience</u>	Organisations to value international work experiences Internship programs	Value international experience equally to local experience Certain positions should be reserved for the CALD candidates	Obtain local experience through volunteering roles
<u>Networking and Communicatin g</u>	Advocate for equity for CALD candidates	Government – DCA reaching to community groups to help job candidates	Expand their connections via LinkedIn and approach decision makers via Seek.com
<u>Foreignness (Language and non-Anglo attributes)</u>	Candidates to learn about the potential employer and dress appropriately for job interviews Organisations to comply with anti-discrimination laws	Leaders' commitments to diversity management Alternative interviewing procedures	Expand knowledge of cultural differences Proactive approach to building interview skills
<u>Ineffective human resource managers and recruiters</u>	Organisations to have: Unconscious bias training Merit-based appointment process Have diversity among those involved in recruitment and selection process	Unconscious bias training Alternative interviewing procedures Merit-based appointment process	Use multiple avenues and recruitment agencies Be aware of EEO policies Persevere
<u>Language and cultural differences</u>	Unconscious bias training	Unconscious bias training	Learn about the potential employer, be aware of EEO policies and dress appropriately for job interviews

As foreshadowed in the Literature Review (Chapter 2), human resource professionals and recruiters assess candidates' 'cultural capital' when they make recruitment decisions. Individuals' 'cultural capital' defines their knowledge, manners and perceptions, which provide the basic material of social distinction but do not have direct associations for individuals' productive potential. Recruiters often appear to ignore a worker's demonstrated efficiency or even intentionally hire inefficient workers (Fernando *et al.*,

2016). Indeed, the politics of recruitment is seemingly moving away from efficiency as more complicated attempts are made to measure personal characteristics in recruitment practices. These sophisticated recruitment methods are used to assist recruiters to reproduce the same workforce and include social profiling, assessment centres, recruitment auditions and internships that provide opportunities for recruiters to encourage and evaluate differences in job candidates' abilities (Fevre, 2012). This approach is a recruiter's modern-day solution to employ for efficiency that is just as effective as the informal methods of rejecting those who experience any form of social inequality that were criticised a few decades ago (Fevre, 2012). The proper reaction to inequalities is seemingly no longer for more individuals to gain qualifications but for more job candidates to access social acceptability as the main criteria rather than operational efficiency and productivity (Fernando *et al.*, 2016). Such widespread practices suggest the link between cultural capital and efficiency should be put under the microscope to critically investigate the base recruitment decisions' criteria (Brown *et al.*, 2004). Assessing cultural capital can be also defined as valuing the merit of local experience hence, international work experience is presumed not to develop cultural capital (Brown *et al.*, 2004; Fevre, 2012). The key themes included employers' attitudes towards international work experience and valuing the Australian work experience, which was deliberated with best practice theory and resource-based view. Diversity management theory was explained regarding job candidate's networking and communicating to find employment via various employment agencies and channels. The influence of first impression, appearance, personal attributes, language (other than English), non-Anglo names, in terms of 'lookism' theory were identified. And the concept of 'soundism' was proposed to account for the discrimination CALD job applicants felt and experienced because of their accent particularly over phone interviews. The ineffective influence of human resource professionals and recruiters were analysed in relations to human capital, diversity management, and labour market segmentation theory.

The key themes raised in the analysis of the case study organisations included promoting an inclusive culture, actively implementing a talent management policy, promoting a diverse workplace that reflects cultural and community diversity, and enacting a diversity support approach. Both case study organisations implemented different strategies to enhance diversity within teams including placing encouraging job advertisements for CALD applicants on their websites and through other cultural specific institutions to attract the targeted job applicants.

Both diversity experts identified significant barriers to recruitment and selection of CALD job candidates; however, these barriers were regarded as disadvantaging organisations and limiting the economic and social development of the Western Sydney region. The experts' views on the existing barriers for qualified CALD migrants in finding employment were identified as language, cultural distance, cultural competencies, and cultural biases which are the most common barriers for qualified CALD candidates to finding employment in Western Sydney. Further barriers, particularly in the recruitment and selection processes, were identified as lack of knowledge of recruitment and selection process including the pre-recruitment preparation and skills, personal attributes in the interview (such as appropriate and formal attire), and confidence. The diversity experts identified these areas as key barriers for CALD job applicants. Therefore, there is a need for policies to better integrate immigrants from more diverse cultures and societies into the Australian labour market.

Despite similarities in the identified barriers, there were opposing views on the source of the barriers and in terms of how they could be negated. A comparison of the two interviews revealed the NSW Government Agency CEO viewed the barriers on the demand side (that is, the organisation side), therefore the organisation needed to change their recruitment and selection practices. The example given was ensuring diversity on the organisation's recruitment panel (a mix of men and women, of different ages and cultural backgrounds). By contrast, the Consultant believed the barriers were more on the supply side or coming from the applicants. The Consultant considered the barriers could be reduced through action by the job candidates themselves, who need to establish what they can do to minimise the employment encounters through better preparation for interviews and developing their pre-recruitment skills.

Given the theoretical consideration of the nature of labour markets in Chapter Two, it is expected that addressing a labour market matter would involve action on both the demand-side and the supply-side of the labour market. Organisations might be able to take advantage of the human and social capital if they provide support and training programs (work placement and internship opportunities) for CALD job candidates. Therefore, organisations need to adjust their recruitment and selection strategies. An alternative supply-side approach might point to a role for government or community organisations to

provide opportunities for CALD job seekers. Qualified CALD job seekers provide potential human capital for Western Sydney economic and social development, with their stock of knowledge, skills and core competencies effectively enhancing production processes. Diversity needs to be valued and respected in organisational practices. Such an approach would work to significantly reduce discrimination, provide access to a broader recruitment pool and add valuable human capital to the organisation.

Limitations and strength of the research

This research was framed around the considerations of statistics on labour market patterns and consideration of institutions that have an influence on the labour market and human resource management in the Western Sydney region. A further limitation to the study was its reliance on recruiting CALD job candidates willing to share their (often negative) experiences of seeking employment in Australia; this was challenging, particularly when recalling the negative and unsuccessful experiences. Another challenge for this research was gaining access to organisations' recruitment and selection policy and diversity management practices. Networking through the DCA, and persistence, was required. This research topic and engagement with participants was also designed in a way that avoided an expectation that the focus would be breaches of racial discrimination laws. Rather the focus was on effective diversity management.

As in all research, the collection and interpretation of data can be influenced by the identity and experiences of the researcher. As noted in the Prologue, the researcher has common experiences with the CALD job candidates. This was a benefit in recruiting interviewees and may have been why the interviewees were so open about difficult and frustrating experiences. The researcher was very aware of potential bias and to promote academic rigour, the perspectives of other stakeholders in the recruitment process, such as the diversity experts, were sought as were very specific examples of experiences. The analysis was also double checked by the research Supervisors.

Whilst documents and the interview provided a great deal of information about policy and practice, no research has been undertaken with job candidates who applied to Big Bank nor with other stakeholders, such as union representatives to confirm practices work as intended. It would also be of interest to consider whether the Big Bank's workforce in Greater Western Sydney region matched the cultural and linguistic diversity of residents in the region. Furthermore, the implication of these case studies is that

Big Bank is a very large employer and SDS is a medium employer. It might be difficult for smaller organisations for expanding diversity management, but they will benefit just as much. Whilst comparison between the two organisations sheds light on expected differences by size of organisation, the organisations were selected based on their external recognition for superior diversity management. That is, they were chosen to learn about relatively effective practices rather than typical practices of employers in the region.

A major challenge in undertaking the research was the recruitment and timely responses from the selected case study organisations and participants, particularly the larger organisations. Due to time constraints, the researcher identified and recruited a Sydney disability service and conducted the interview with this organisation instead of a local council as initially planned, which may have provided some insight on differences between the public sector and the private sector. Therefore, this study is limited to the information from the two interviewed case study organisations and not a broader range of organisations; this small sample limits the scope of exploring other possibilities and issues. For example, gender was not considered in this research, as the participants were seven women and one man; this did not allow an examination of barriers related to gender. Future research avenues could be focused on gender-based barriers across a larger sample. It is also acknowledged that some of the barriers and means of addressing the barriers may resonate with research into other labour supply segments, such as young job applicants. Further empirical study could allow comparison between CALD job candidates and other categories of job applicants that appear to have fewer opportunities than their qualifications would warrant and/or shed light on the professionalism of recruiters around diversity relative to expediency.

Managing the large amounts of data from primary sources, including the annual reports of the two case study organisations and several transcripts obtained from the semi-structured interviews of participants was a further challenge in undertaking the research. This was compounded by Institutional restrictions of the Big Bank, which meant the researcher was not permitted to audio record the interview and had to take field notes. This meant nuances in expression and body language might have been missed as the researcher focused on writing.

The key ethical factors that directed the research were confidentiality, informed consent, respect, truthfulness, anonymity, and privacy. For the participants (particularly job candidates), there was some risk involved in openly sharing their experiences about complex matters such as unemployment barriers and the consequent outcomes in their lives. Hence, the responsibility to be mindful of the job applicants' well-being and anonymity were key concerns during the research data collection. As triggering disturbing emotions was a major concern, the job applicants were provided with the details of support services they could access at no cost during and after the study. Pseudonyms, mostly nominated by the participants, were used to protect the anonymity and privacy of participants.

Contributions, Significance, and Recommendations

Contributions

This research had a number of potential contributions. Aside from describing recruitment and selection policy and practices, it contributed to the knowledge of how to address skill shortages and underutilisation of human capital through improving diversity management practices. This knowledge was developed by assessing the empirical data drawing on theories such as labour market segmentation, human resource management, theories that address building inclusion in the workplaces, and theories about policy and practices associated with diversity management (which includes equal employment opportunity and affirmative action). The experience of qualified immigrant job candidates who are culturally and linguistically diverse required evidence and analysis from the perspective of job candidates (the supply of labour) and organisations (the demand for labour). Therefore, this research targeted multiple perspectives; there were interviews with eight job candidates, two case studies with organisations operating in Western Sydney region, and interviews with key stakeholders in diversity management field.

While the current study is based on a small sample of participants, the findings identified a number of significant barriers CALD job candidates experience in finding employment. This research focused on analysing interactions between people, organisations and social structures to uncover why human resource practice for inclusion is difficult to achieve in practice. The results indicate the need to amend diversity management practices and prioritise avenues to support the recruitment of CALD applicants.

Involving employers, human resource managers and job candidates in this process would facilitate the development of informed and relevant recruiting procedures.

This analysis of both case study organisations' recruitment and selection policies and procedures indicate their strategies towards promoting diversity are in agreement with the best practice. The proactive implementation of their policies and the high level of efforts to attract and employ CALD workforce solidly prove this. These organisations attempted to support diversity through a high level of commitment from management to individual advocates in the organisation. Each had an exclusive and valuable role to play in supporting the commitment to diversity and discussing diversity outcomes. The key themes raised in case study organisations findings include inclusive culture, talent management policy, challenging homogeneity, and the diversity support strategy.

The theoretical contribution of managing diversity and strategic human resource management to organisations' competitiveness has been well-established but this researcher illuminated that organisations often fail to act on their equal opportunity policies and guidelines. The academic impact of this research is its contribution to calling for amendments to recruitment and selection processes; identifying barriers to effective recruitment and selection; and detailing strategies CALD job applicants have found useful in preparing to enter the Australian job market.

A wider impact of this research may be raising awareness of the need to actively and practically support equal employment opportunities (EEO) for CALD job candidates. This may be facilitated through the proposals to help address the barriers (such as discrimination) in recruitment and selection process of CALD job candidates that negatively affected their hiring process. These proposals include calling for intervention and support programmes for organisations supporting CALD candidates to build their employment ready skills and expand their future career options. Government agencies, for example, can provide internship programs for qualified CALD job seekers to train them and familiarise them within Australian workplaces. This in turn may lead to economic developments for organisations operating in Western Sydney. An effective diversity management plan will lead to employing a more diversely skilled workforce; hence, it will facilitate creativity, innovation, and productivity within organisations. Furthermore, this may lead to promoting local and community social development and wider social

inclusion as marginalised communities become empowered to apply for and achieve their desired job, in which they are qualified.

Significance

This research extends our knowledge of the disadvantages that CALD job candidates encounter and the fact that they are powerless in the recruitment and selection process. The findings of this thesis suggest the harshness of the rhetoric versus reality (theory versus practice) nature of diversity management policies and practices CALD applicants can experience (Legge, 1995); diversity management policies do not translate into everyday practices occurring in recruitment and selection processes. Notwithstanding the relatively limited sample, this work offers valuable insights into the importance of legal protections of the *Fair Work Act* (2009) for CALD job candidates. This is a further area of potential support in helping CALD job applicants recognise if they are being discriminated against due to their language and ethnic background.

Recommendations

Taken together, these findings suggest the essential role of Equal Employment Opportunity (EEO) in promoting diversity management. The role of leaders and management in organisations is vital to actively and effectively ensuring diversity is supported in practice and in providing programs such as internships to help CALD job candidates attain some local experience and eventually find employment.

As explained in Chapter Two, promoting and implementation of best practice will help ensure more equitable recruitment and selection practices for CALD candidates and fairer entry-level requirements to Australian organisations. A consideration may be to what extent organisations hoping to achieve human and social capital advantage might consider it worthwhile to provide education and support to CALD job candidates more so than they might provide to non-CALD candidates. They may also consider altering their recruitment and selection policies and practices. An alternative supply-side approach could point to a role for government or community organisations to assist CALD job seekers.

Conclusion

This research has explored recruitment and selection procedures for qualified CALD job candidates and examined diversity management practices in organisations operating in Western Sydney. Based on the data analysis and relevant discussions, as given in Chapters Four, Five, and Six, this study

concludes that the lack of commitment to diversity from human resource professionals and recruiters often impedes the recruitment and selection of CALD job seekers.

In summary, the study concludes that the patterns of opportunity for qualified diverse job candidates can be improved to more effectively contribute to the development of the Western Sydney region by better utilising the available human capital. This knowledge can be developed by assessing the empirical data drawing on theories such as labour market segmentation, human resource management, theories that address building inclusion in the workplaces, and theories about policy and practices associated with diversity management (which includes equal employment opportunity and affirmative action).

The key themes that arose from this research are all fertile areas for future research. As this research shows, identifying practical and achievable ways for employers and organisations to effectively promote an inclusive culture, to enact meaningful talent management policies, to proactively challenge homogeneity and/or to implement effective diversity support strategies would help enhance the success rates of CALD job applicants and also the human capital of the organisation. This research proposes that more effective diversity management policies and practices would increase the chance of qualified CALD candidates being successful in the job seeking process. Diversity management may be an effective approach for businesses to identify and select strategies that lead to recruitment and selection of appropriate CALD immigrant job candidates. Therefore, diversity management is important for the business and economic development of Western Sydney.

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Appendices 1



**Live in Western Sydney and have been
job seeking in the last three years?**

If English is also your second language then we want to meet YOU!

We are conducting a study that aims to identify the barriers in recruitment and selection of culturally and linguistically diverse job candidates in Western Sydney region.

Share your experiences in a private and confidential interview by registering your interest via email: 18291243@student.westernsydney.edu.au

Twitter: https://twitter.com/yasmine_sadigh

- Volunteers will be required to participate in a recorded interview around 45 minutes.
- Information pack will be provided.
- Participants will be asked to sign a consent form.
- Ethics Approval Number: H11869
- This research project is for Master of Research at Western Sydney University and supervised by Dr Terri Mylett and Ms Jennifer Hall at school of business and their contact details are:
T.Mylett@westernsydney.edu.au
je.hall@westernsydney.edu.au

Appendices 2



Name of interviewer: Yasmine Sadigh - HRD Candidate - WSU

Name of interviewee:

Place of interview:

Date of interview:

Interview Questions (Job Candidate)

Section A

Background/Demographic details

1. What is your age?
2. What is your place of birth?
3. What is the highest level of education you have completed?
4. In what language have you achieved your qualification?
5. I want to be sure that we have spoken to a broad mix of people in Western Sydney region. Are you, yourself, of Asian origin, Middle Eastern descent, African origin, European decent or any other background?
6. Under what Visa category/circumstances, you arrived in Australia.
7. Tell me about your previous work experiences? (Position, length, and place)

Section B

Job search experiences in Australia

8. Are you now employed full-time, part-time, not employed? If employed, do you consider yourself underemployed?
9. How long have you been applying for a job?
10. What kinds of work have you applied for?
11. How many interviews have you had?
12. What is your salary expectation?
13. Do you feel you have an opportunity to use fully your knowledge and skills in your job? If not, can you tell me about this?
14. Thinking back on your experiences looking for work in Australia, are there any incidents that stand out for you?

15. What do you see as the most challenging part to be successful in getting your desired work in Australia?
16. What advice would you give to the newly arrived (culturally and linguistically diverse background) job candidates in Australia?

Section C

Views of Recruitment and Selection process

17. Tell me about your views in regards to organisations' recruitment and selection procedures?
18. How much influence do you think HR and recruiters have over what happens in the recruitment and selection process?
19. Tell me about the role of job candidates over what happens in the recruitment and selection process e.g. During job interviews?
20. How well do you think recruitment policies and selection process of organisations match the skills and qualifications of job candidates? (Effective/Not effective)
21. How could we improve recruitment and selection process of organisations?

Section D

Experienced any barriers (in job searching process)

22. Do you find somethings difficult about getting into the "interview" step in job searching?
23. Do you feel your qualifications and skills are understood and appreciated over your recent job searching process?
24. Is it possible for you to describe a situation over the recent job searching experience, where you have felt a kind of barrier? If it is, can you describe the situation?
25. Can you tell me if you have experienced or identified any barriers to organisations hiring culturally and linguistically diverse people?

What Comments or questions do you have for me? What would you like to tell me that you've thought about during this interview?

Appendices 3

WESTERN SYDNEY
UNIVERSITY



Name of interviewer: Yasmine Sadigh - HRD Candidate - WSU

18291243@student.westernsydney.edu.au

Name of interviewee:

Place of interview:

Date of interview:

Interview Questions (Case Study Organisation)

1. Have you received any applications of people residing in Western Sydney?
2. I'll appreciate seeing any documents you have to share about diversity management and recruitment and selection. Would you like to share them?
3. Tell me about how your organisation approaches its recruitment and selection for particular qualified professional jobs?
4. What sort of policies does your organisation have around recruitment and selection process?
5. Do you have any talent management policy or approach that you can talk about?
6. Have you experienced any skill shortages or difficulty in hiring for particular jobs?
7. Have your organisation been considering making any changes to its approach to recruitment and selection policies?

What Comments or questions do you have for me? What would you like to tell me that you've thought about during this interview?

Appendices 4



Name of interviewer: Yasmine Sadigh - HRD Candidate - WSU

18291243@student.westernsydney.edu.au

Name of interviewee:

Place of interview:

Date of interview:

Interview Questions (Stakeholder)

1. Why have you been active and involved in diversity?
2. Do you think in the last ten years diversity management (awareness) improved?
3. What kind of improvements you would like to see happening in future regarding diversity and social inclusion of marginalised groups in Australia?
4. What kind of barriers do you think they might be in recruitment and selection level?

What Comments or questions do you have for me? What would you like to tell me that you've thought about during this interview?

Appendices 5

Human Research Ethics Committee
Office of Deputy Vice Chancellor and
Vice President, Research and Development



Participant Consent Form

This is a project specific consent form. It restricts the use of the data collected to the named project by the named investigators.

Project Title: "Managing diverse human capital for the Western Sydney region's economic and social development".

I, _____ consent to participate in the research project titled "Managing diverse human capital for the Western Sydney region's economic and social development".

I acknowledge that:

I have read the participant information sheet [or where appropriate, 'have had read to me'] and have been given the opportunity to discuss the information and my involvement in the project with the researcher.

The procedures required for the project and the time involved have been explained to me, and any questions I have about the project have been answered to my satisfaction.

I consent to being interviewed for this research project.

Please provide additional consent for data collection on these terms:

[...] I consent to the interview being recorded.

[...] I do not consent to the interview being audio recorded, which means the researcher will make hand-written notes.

I understand that my involvement is confidential and that the information gained during the study may be published but no information about me will be used in any way that reveals my identity.

I understand that I can withdraw from the study at any time, without affecting my relationship with the researcher/s now or in the future.

Signed:

Name:

Date:

Return Address:

This study has been approved by the Western Sydney University Human Research Ethics Committee. The Approval number is: H11869

If you have any complaints or reservations about the ethical conduct of this research, you may contact the Ethics Committee through the Office of Research Services on Tel +61 2 4736 0229
Fax +61 2 4736 0905 or email humanethics@westernsydney.edu.au. Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.

Participant Information Sheet and Consent [Form Version 1](#) [Date: 8 August 2016]

Appendices 6

School of Business
Western Sydney University
Locked Bag 1797
Penrith NSW 2751
Australia
Telephone: +61 2 9852 5222



Participant Information Sheet

Project Title:
Managing diverse human capital for the Western Sydney region's economic and social development

Project Summary:
You are invited to participate in a study conducted by Yasmine Sadigh, **MRes** student at School of Business under the supervision of Dr Terri Mylett, lecturer in the School of Business, and Ms Jennifer Hall, associate lecturer in the School of Business at Western Sydney University.

How is this study being paid for?
This research project is supported by Western Sydney University.

What will I be asked to do?
You are invited to participate in an interview for approximately one hour that will be held at a place of your convenience. Interviews will be semi-structured and guiding questions will be used to facilitate the flow of dialogue. With your permission, the interviews will be audio recorded using a digital recorder.

How much of my time will I need to give?
The interview will take approximately one hour.

What specific benefits will I receive for participating?
There are no specific benefits for the participants. However, increased awareness of the impact of diversity management policy and practices may provide a better opportunity for culturally and linguistically diverse job candidates to attain their desired jobs for which they obtained qualifications.

Will the study involve any discomfort for me? If so, what will you do to rectify it.
While not anticipated, there is a risk that participants may experience unforeseen discomfort as a result of their participation in the project. Individual job candidates may experience emotional responses to the challenges that they face building careers. However, the researcher of this project is a member of non-dominant cultural and linguistic group in Australia will be able to display and support empathy and comfort to participants.

1

How do you intend on publishing the results.

Please be assured that only the researchers will have access to the raw data you provide.
Primarily, the findings of the research will be published in the form of a thesis at the completion of the Master of Research. Additionally, it is intended that there will be refereed journal articles and conference papers published from this research.
*Please note that the minimum retention period for data collection is five years.

Can I withdraw from the study?

Participation is entirely voluntary: and you are not obliged to be involved. If you do participate, you can withdraw at any time without giving any reason. If you do choose to withdraw, any information that you have supplied will be destroyed as per WSU guidelines.

Can I tell other people about the study?

Yes, you can tell other people about the study by providing them with the chief investigator's contact details. They can contact the chief investigator to discuss their participation in the research project and obtain an information sheet.

What if I require further information?

Please contact the student or her supervisors should you wish to discuss the research further before deciding whether or not to participate.

Yasmine Sadigh
MRes student
Mob: 0434 242 398

Dr Terri Mylett
Lecturer
Phone: (02) 4620 3217

Ms Jennifer Hall
Associate Lecturer
Phone: (02) 4620 3318

What if I have a complaint?

This study has been approved by the Western Sydney University Research Ethics Committee. The Approval number is [enter approval number]

If you have any complaints or reservations about the ethical conduct of this research, you may contact the Ethics Committee through the Research, Engagement, Development and Innovation office on Tel +61 2 4736 0229 Fax +61 2 4736 0905 or email humanethics@westernsydney.edu.au.

Any ~~issues~~ issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.

If you agree to participate in this study, you may be asked to sign the Participant Consent Form.

2